

January 2012

RICHARD M. BURTON

ACADEMIC POSITIONS

Professor of Strategy and Organization, Duke University, Durham, North Carolina, 1985 -

Associate Professor of Business Administration, Duke University,
Durham, North Carolina, 1970 - 1985

Director of Hartman Fund, The Fuqua School of Business, Duke University 2005-

Professor of Nursing, School of Nursing, Duke University, courtesy appointment, 2004- 2010

Professor of Management, European Institute of Advanced Study in Management, ELASM,
Brussels, Belgium, 1999 -

Honorary Professor of Management, University of Southern Denmark, 2002 – 2012

Adjunct Professor of Management, University of Aarhus, 2007 - 2012

Visiting Professor, Ecole Polytechnique, Paris, 2005

Visiting Professor, Institute d'Administration des Entreprises, Universite de Droit,
d'Economie et des Science d'Aix-Marseille, Aix-en-Provence, Spring 1975, Academic year
1976 - 1977.

Assistant Professor of Operations Research and Economics, Naval Postgraduate School,
Monterey, California, 1967 - 1970.

Instructor in Industrial Administration, University of Illinois, Urbana, 1965 - 1967.

ACADEMIC DEGREES

D.B.A. Managerial Economics and Production, 1967
University of Illinois, Urbana

M.B.A. Finance, 1963
University of Illinois, Urbana

B.S. Engineering Mechanics, 1961
University of Illinois, Urbana

RESEARCH INTERESTS

Organization Theory that focuses on the choice of organizational design and strategy: the development and study of organizational structures and processes to achieve efficient coordinated planning and control; and implementation of organizational strategy for performance. In this context, an organization is viewed as a large number of interdependent

subunits and individuals each of whom has its own goals, structures, processes, information, and measures of performance.

CURRENT RESEARCH PROJECTS

Computational studies on the performance of alternative organizational constructs with: Tim Carroll, Chris Long, Hyoung Goo Kang, Peter Gallo, and others.

Group emotions and synchronization with: Dorthe Hånskonsson, Børge Obel, Linda Argote.

Validity in experimentation: simulation and large scale exercises with: Ray Buettner, Carl Jones, Mark Nissen.

Recent seminar presentations:

Copenhagen Business School, London Business School, Ecole Polytechnique Paris, Insead, Naval Postgraduate School, University of Texas, Dallas, University of Aarhus, Druid Conference, Copenhagen, University of Belgrade, Erasmus University, Rotterdam, Harvard Business School conference, University of Illinois, Urbana.

Accepted and in press

Dorthe Døjbak Haakonsson, Richard M. Burton, Børge Obel, Jørgen Lauridsen, Strategy Implementation Requires the Right Executive Style: Evidence from Danish SMEs, *Long Range Planning*, in press, 2012

Richard M. Burton and Børge Obel, "Organization," Saul I. Gass, Michael C. Fu (editors), The Encyclopedia of Operations Research and Management Science, Boston, Springer/Kluwer Academic Publishers, 1996, 476-481. Revised 1998. Revised 2012.

Richard M. Burton and Borge Obel, "Organizational Design Rules: Existing and new rules for the future using a "What might be" logic," in final copy for Anna Grandori, editor, Handbook on Organizational Design.

In Process

Junko Simazoe and Richard M. Burton, "Justification Shift and Organizational Fate: Why Do Successes Become the Seed of Organizational Failures," Submitted to *Computational and Mathematical Organization Theory*, July 2009, invited for revision.

Dan Mønster, Jacob Eskildsen, Dorthe Døjbak Håkonsson, Børge Obel, Richard M. Burton, and Linda Argote, "Variations in the Circumplex Model of Affect Across Contexts."

Dorthe Døjbak Håkonsson, Dan Mønster, Jacob Eskildsen, Richard M. Burton, Linda Argote, and Børge Obel, "The influence of emotions on explorative/exploitative behavior.

Hyoung-Goo Kang, Richard M. Burton, and Will Mitchell, "How Merger Valuations Differ as Knightian Uncertainty and Controversy Vary: Consultants, Lawyers and Investment Bankers are Right, Sometimes."

Hyoung-Goo Kang, Richard M. Burton, and Will Mitchell, "How Firms' Capital Budgeting Methods Differ as Knightian Uncertainty and Controversy Vary: Bower and Brealey & Myers Are Both Right, Sometimes."

Hyoung-Goo Kang, Richard M. Burton, "Corporate relatedness: Relatedness in information trumps relatedness in production." Submitted for publication.

Hyoung Goo Kang, Richard Burton, and Will Mitchell, "Target Capability, not Target Sector, Matters," under revision for submission.

Timothy N. Carroll, Richard M. Burton, Raymond E. Levitt, "Fallacies of Fast Track Heuristics: Implications for Organization Theory and Project Management," draft in final stages

Current PhD activities:

BA 491: Seminar in Corporate Strategy, Spring 2012.

BA 491: Seminar in Computational Organization Theory, spring 2008, fall 2009.

BA 522: Seminar in Organization Theory, spring 2009.

Director of PhD program for strategy area.

Chair of Hyoung Goo Kang PhD committee, completed February 2009.

Member of PhD committee: current: Olga Hawn, co-chair, Duke; Junko Shimazoe, UNC; Young Kim, UNC; Terrill Frantz, CMU; recent: Siyuan Huang; Xiumei Zhu; Ana Aleksic, University of Belgrade; Marten Stienstra, Erasmus, Rotterdam; Peter Gallo, UNC.

PUBLICATIONS

BOOKS

Richard M. Burton, Børge Obel, and Gerardine DeSanctis, Organizational Design: A Step By Step Approach, 2006, Cambridge, Cambridge University Press, second edition, 2011.

Richard M. Burton, Bo Eriksen, Dorthe Døjbak Håkonsson, Thorbjørn Knudsen and Charles C. Snow, Editors: Designing Organizations: 21st Century Approaches, Springer Verlag, Boston, 2008, ISBN Print: 978-0-387-77775-7.

Richard M. Burton, Bo Eriksen, Dorthe Døjbak Håkonsson, and Charles C. Snow, editors, Organizational Design: The Evolving State-of-the-Art, 2006, New York, Springer.

Richard M. Burton and Børge Obel, Strategic Organizational Diagnosis and Design: The Dynamics of Fit, with OrgCon Software, Kluwer Academic Publishers, Boston, 2004, Third edition; earlier editions, Strategic Organizational Diagnosis and Design: Developing Theory for Application, Boston, Kluwer Publishers, 1995, Second edition, 1998.

Richard M. Burton and Børge Obel (editors), Design Models for Hierarchical Organizations: Computation, Information and Decentralization, Boston, Kluwer Publishers, 1995.

Richard M. Burton, John D. Forsyth and Børge Obel (editors), Strategies for Players in a Larger World: The Effect of Regulatory and Information Changes, Amsterdam, Elsevier, 1992.

Richard M. Burton, John D. Forsyth and Børge Obel (editors), Organizational Responses to the New Business Conditions: An Empirical Perspective, Amsterdam, Elsevier, 1989.

Richard M. Burton and Børge Obel (editors), Innovation and Entrepreneurship In Organization: Strategies for Competitiveness, De-regulation and Privatization, Amsterdam, Elsevier, 1986.

Richard M. Burton, John Chandler and H. Peter Holzer, Quantitative Methods for Business and Accounting, Harper & Row, 1986, and solutions manual.

Richard M. Burton and Børge Obel, Designing Efficient Organizations: Modelling and Experimentation, Amsterdam, North-Holland, 1984. Review, *Administrative Science Quarterly*, 1986.

David Dellinger, William King and Richard Burton, Defense Officer Personnel Management: An Analysis, U.S. Government Printing Office, December 1975, 123 pages.

Edited special issue: "Yair Aharoni and Richard M. Burton, Focused Issue: Is Management Science International?" *Management Science*, Vol. 40, No. 1, January 1994.

JOURNAL ARTICLES

Richard M. Burton and Børge Obel, "Computational modeling for what-is, what-might-be, what-should-be studies – and triangulation," *Organization Science*, vol. 22, no. 5, September - October 2011, p. 1195 - 1202.

Mark Nissen and Richard Burton, "Designing Organizations for Dynamic Fit: System Stability, Maneuverability, and Opportunity Loss," *IEEE Transactions On Systems, Man, and Cybernetics—Part A: Systems and Humans*, vol. 41, no. 3, May 2011, p. 418 - 433.

Laura B. Cardinal, Scott F. Turner, Michael J. Fern, and Richard M. Burton, "Organizing for Product Development Across Technological Environments: Performance Trade-Offs and Priorities," *Organization Science*, vol. 22, no. 4, July-August 2011, p. 1000 – 1025.

Hyoung-Goo Kang, Richard M. Burton, and Will Mitchell, "How Potential Knowledge Spillovers Between Venture Capitalists' Entrepreneurial Projects Affect the Specialization and Diversification Of VC Funds When VC Effort Has Value," *Strat. Entrepreneurship J.*, **5**: 227–246 (2011)

Timothy N. Carroll and Richard M. Burton, "A contingency approach to designing project organizations: theory and tools," *The Engineering Project Organization Journal* (2011), 1–10

Kent Wickstrøm Jensen, Dorthe Døjbak Håkonsson, Richard M. Burton, Børge Obel, "The effect of virtuality on the functioning of centralized versus decentralized structures—an information processing perspective," *Computational and Mathematical Organization Theory* (2010) 16: 144–170.

Dorthe Døjbak Håkonsson, Børge Obel, and Richard Burton (2008): "Can Organizational Climate be Managed? Making Emotions Rational," *Journal of Leadership Studies*, 1 (4): 62–73. ISSN: 1935-261.1.

Dorthe Døjbak Håkonsson, Richard M. Burton, Børge Obel, Jørgen Lauridsen (2008): "How failure to align climate and leadership style affects performance," *Management Decision*, 46 (3): 406-432. ISSN: 0025-1747.

Timothy N. Carroll, Thomas J. Gormley, Vincent J. Bilardo, Richard M. Burton, "Designing A New Organization At NASA: An Organization Design Process Using Simulation,"

Organization Science, vol. 17, n. 2, Mar Ap 2006, Special Issue on Organizational Design, p. 200 – 214.

Richard M. Burton, Jørgen Lauridsen, Borge Obel, “How Organizational Climate and Strategy Fit, as Seen by the CEO, Affects Performance,” *Human Resource Management*, Spring 2004, vol. 43, Issue 1, p. 67 - 82.

Richard M. Burton, “Computational Laboratories for Organization Science: Questions, Validity and Docking,” *Computational and Mathematical Organization Theory*, 2003, vol. 9, Issue 1, pp. 91 - 108.

Jisung Kim and Richard M. Burton, “The Effect of Task Uncertainty and Decentralization on Project Team Performance,” *Computational and Mathematical Organization Theory*, December 2002, vol. 8, Issue 4, pp. 365-384.

Richard M. Burton, Jørgen Lauridsen and Børge Obel, “Return on Assets Loss from Situational and Contingency Misfits,” *Management Science*, November 2002, vol. 48, No. 11, 1461 - 1485.

Irwin Feller, Maryann Feldman, Janet Bercovitz, and Richard Burton. 2002. “The State of Practice of University Technology Transfer Activities,” *Research Management Review*, 12(2).

Scott Turner, Richard A. Bettis, and Richard M. Burton, 2002, “Exploring Depth versus Breadth in Knowledge Management Strategies,” *Computational and Mathematical Organization Theory*. 8, 49 – 73.

Chris P. Long, Richard M. Burton, and Laura B. Cardinal, “Three Controls are Better Than One: A Computational Model of Complex Control Systems,” *Computational and Mathematical Organization Theory*, 2002, vol.8, p. 197 - 220.

Maryann Feldman, Irwin Feller, Janet Bercovitz, and Richard Burton, “Equity and the Technology Transfer Strategies of American Research Universities,” *Management Science*, vol. 48, no. 1, January, 2002, p. 105 – 121. Reprinted in: Donald S. Siegel, editor, 2006, Technological Entrepreneurship: Institutions and Agents Involved in University Technology Transfer, Edward Elgar Publishers, p. 324 - 340.

Janet E.L. Bercovitz, Maryann Feldman, Irwin Feller, and Richard Burton, (2001) “Organizational Structure as a Determinant of Academic Patent and Licensing Behavior: An Exploratory Study of Duke, Johns Hopkins and Pennsylvania State Universities,” *Journal of Technology Transfer*, 26: 21-35.

SzeSze Wong and Richard M. Burton, “Virtual Teams: What are their Characteristics, and Impact on Team Performance?” *Computational and Mathematical Organization Theory*, 2000, vol. 6, n. 4, p. 339 – 360.

Tim Carroll and Richard M. Burton, “Exploring ‘Complex’ Organizational Designs,” *Computational and Mathematical Organization Theory*. 2000, vol. 6, n. 4, p. 319 – 337.

Helmy H. Baligh, Richard M. Burton and Børge Obel, "Organizational Consultant: Creating A Useable Theory for Organizational Design," *Management Science*, vol. 42, No. 12, December 1996, p. 1648-1662.

Richard M. Burton, "Health Care Reform: Transition and Progress," *Carolina Health Services Review*, vol. 3, 1995, pp. 13-18.

Richard M. Burton and Børge Obel, "The Validity of Computational Models in Organization Science: From Model Realism to Purpose of the Model," *Computational and Mathematical Organization Theory*, vol. 1, No. 1, 1995, pp. 57-71.

Richard M. Burton, John W. Minton and Børge Obel, "Organizational Size and Efficiency: An Information Processing View," *Scandinavian Journal of Management*, vol. 7, No. 2, 1991, pp. 79-93.

Richard M. Burton and Børge Obel, "Using Historical Information in the Design of a Decentralized Firm's Budgetary Planning System," *Computers and Operations Research*, Vol. 16, No. 2, 1989, pp. 129-143.

Richard M. Burton and Donald H. Namm, "Fitting the Strategic Planning Process to Organization: A Clinical Study of Burroughs Wellcome Co.," *Technovation*, vol. 7, 1988, pp. 143-153.

Richard M. Burton, John Forsyth and Donald M. Melick, "Searching for Viability Under Changing Environmental Conditions," *Technovation*, vol. 7, 1988, pp. 111-131.

Richard M. Burton and Børge Obel, "Opportunism, Incentives, and the M-form Hypothesis - A Laboratory Experiment," *Journal of Economic Behavior and Organization*, vol. 10, 1988, pp. 99-119.

Richard M. Burton, John D. Forsyth and Donald M. Melick, "The Post-Introduction Management of Products and Services Under Rapidly Changing Environmental Conditions," *Technovation*, vol. 5, 1986, pp. 125-143.

Richard M. Burton and John D. Forsyth, "Variety and the Firm's Performance: An Empirical Investigation," *Technovation*, vol. 5, 1986, pp. 9-21.

Richard M. Burton and Børge Obel, "Environmental-Organizational Relations: The Effects of Deregulation," *Technovation*, vol. 5, 1986, pp. 23-34.

Richard M. Burton, "Variety in Strategic Planning: An Alternative Approach to the Problem Solving Approach," *The Columbia Journal of World Business*, vol. XIX, No. 4, Winter 1984.

Richard M. Burton and Børge Obel, "Organizational Structure Experiments Using Operations Research Models," *Advances in Management Studies*, vol. 2, No. 4, 1983, pp. 297-310.

Helmy H. Baligh and Richard M. Burton, "The Movable Boundaries Between Organizations and Markets," *International Journal of Policy Analysis and Information Systems*, vol. 6, No. 4, December 1982, pp. 435-449.

Helmy H. Baligh and Richard M. Burton, "Describing and Designing Organization Structures and Processes," *International Journal of Policy Analysis and Information Systems*, vol. 5, No. 4, December 1981, pp. 251-266.

Richard M. Burton, "An Organizational System: An Overview," *International Journal of Policy Analysis and Information Systems*, vol. 5, No. 4, December 1981, pp. 247-250.

Richard M. Burton and Thomas H. Naylor, "Economic Theory in Corporate Planning," *Strategic Management Journal*, vol. 1, No. 3, Jul-Sept. 1980, pp. 249-263.

Richard M. Burton and Børge Obel, "A Computer Simulation Test of the M-form Hypothesis," *Administrative Science Quarterly*, vol. 25, No. 3, Sept. 1980, pp. 457-466.

Reprinted as: "La Struttura Organizzativa Multidivisionale: una simulazione matematica delle condizioni di efficienza," Raoul C.D. Nacamulli and Andrea Rugiadini (editors) *Organizzazione & Mercato*, 1985, Bologn, il Mulino, pp. 499-511.

Richard M. Burton, David C. Dellinger and William W. Damon, "Making the Area Agencies on Aging Work: The Role of Information," *Socio-Economic Planning Sciences*, vol. 14, No. 1, 1980, pp. 1-11.

Helmy H. Baligh and Richard M. Burton, "Matching the Organization's Structure and its Cooperative Market Relations," *Theory and Decision*, vol. 12, No. 4, December 1980, pp. 311-324.

Richard M. Burton and Børge Obel, "The Efficiency of the Price, Budget, and Mixed Approaches Under Varying A Priori Information Levels For Decentralized Planning," *Management Science*, vol. 26, No. 4, April 1980, pp. 401-417.

Richard M. Burton and Børge Obel, "A Comparative Analysis of the Price, Quantity, and Mixed Approach for Decentralized Planning," *Economics of Planning*, vol. 14, No. 3, 1978, pp. 129-140.

Richard M. Burton and William W. Damon, "Budgets for Integrating Decentralized Investment and Production Planning," *Omega - The International Journal of Management Science*, vol. 7, No. 2, 1979, pp.113-117.

Richard M. Burton, William W. Damon and Børge Obel, "An Organization Model of Integrated Budgeting for Short Run Operations and Long Run Investments," *Journal of Operational Research Society*, vol. 30, No. 6, 1979, pp. 575-585.

Richard M. Burton, David Dellinger, William Damon and Eric Pfeiffer, "A Role for Operational Research in Health Care Planning and Management Teams," *Journal of Operational Research Society*, vol. 29, No. 7, 1978, pp. 633-641.

Helmy H. Baligh and Richard M. Burton, "The Marketing Concept and the Organization's Structure," *Long Range Planning*, vol. 12, April 1979, pp. 92-96.

Richard M. Burton, David Dellinger and William R. King, "Alternative Strategies for Legislative Analysis of Public Policy," *International Journal of Urban Systems*, vol. 3, 1978, pp. 9-20.

Richard M. Burton and Børge Obel, "The Multi-level Approach to Organization Issues of the Firm: A Critical Review," *Omega - The International Journal of Management Science*, vol. 5, No. 4, 1977, pp. 395-414.

Richard M. Burton, David Dellinger and William R. King, "Legislative Implementation of Public Policy Analysis," R. Doktor, R.L. Schutz and D.P. Slevin (editors), *The Implementation of Management Science*, vol. 13, 1979, Amsterdam, North Holland, pp. 155-169.

Helmy H. Baligh and Richard M. Burton, "Organization Structure and Cooperative Market Relations," *Omega - The International Journal of Management Science*, vol. 4, No. 5, 1976, pp. 583-593.

Richard M. Burton, William W. Damon and David C. Dellinger, "Patient States and Technology Matrix," *Interfaces*, vol. 5, No. 4, August 1975, pp. 43-53.

Richard M. Burton, William W. Damon and David C. Dellinger, "Estimating the Impact of Health Services on a Community," *Behavioral Science*, vol. 21, No. 6, November 1976, pp. 478-489.

Richard M. Burton and William W. Damon, "On the Existence of a Cost of Capital Under Pure Capital Rationing," *The Journal of Finance*, vol. XXIX, No. 4, September 1974, pp. 1165-1173.

Richard M. Burton, William W. Damon and Dennis W. Loughridge, "The Economics of Decomposition: Resource Allocation vs. Transfer Pricing," *Decision Sciences*, vol. 5, No. 3, July 1974, pp. 297-310.

Richard M. Burton and Dan J. Laughhunn, "On the Optimality of Single Item, Incremental Cost Rules for the Make-Buy Decision," *The Engineering Economist*, vol. 16, No. 4, pp. 227-246.

Richard M. Burton and Gilbert T. Howard, "Optimal System Design for Reliability and Maintainability," *IEEE Transactions on Reliability*, vol. R-20, No. 2, May 1971, pp. 56-60.

Richard M. Burton and Gilbert T. Howard, "Optimal System Reliability for a Mixed Series and Parallel Structure," *Journal of Mathematical Analysis and Applications*, vol. 28, No. 2, November 1969, pp. 370-382.

Richard M. Burton and Dan J. Laughhunn, "A Make-Buy Decision In a Production Planning Context," *Journal of Business Administration*, vol. 1, No. 2, Winter 1969-1970, pp. 53-64.

Richard M. Burton and H. Peter Holzer, "To Make or Buy" *Management Services*, vol. 5, No. 4, July-August 1968, pp. 26-31, reprinted in Donald L. Anderson and Donald L. Raun Information Analysis in Management Accounting, Wiley, 1978.

BOOK CHAPTERS

Kent Wickstrøm Jensen, Dorthe Døjbak Håkonsson, Richard M. Burton, Børge Obel: Embedding Virtuality into Organization Design Theory: Virtuality and its Information Processing Consequences. Anne Bollingtoft, et al editors, New Approaches to Designing and Organizing. Springer Verlag, Boston, 2009

Dorthe Døjbak Håkonsson, Børge Obel, Richard M. Burton (2008): Rational Emotionality: Integrating Emotions into Psychological Climate. pp. 59-82. In: Designing Organizations:

21st Century Approaches. (Burton, Eriksen, Håkonsson, Knudsen, and Snow, eds.). Springer Verlag, Boston

Dorthe D. Håkonsson, Richard M. Burton, Børge Obel, and Jørgen Lauridsen, "Action Leadership, multi-contingency theory and fit," in Burton, Eriksen, Hakonsson, Snow (editors), Organizational Design: The Evolving State-of-the-Art, 2006, New York, Springer, p. 181 – 202.

Richard M. Burton and Børge Obel, "Technology as a Contingency Factor," reprinted in Jay M. Shafritz and J. Steven Ott, Classics In Organization Theory, sixth edition, 2004, p. 519 – 527. J. Steven Ott, and Yong Suk Jang, seventh edition, 2010. Maryann Feldman, Irwin Feller,

Janet Bercovitz, and Richard Burton. 2002. "University Technology Transfer and the System of Innovation," Institutions and Systems in the Geography of Innovation, Maryann Feldman and Nadine Massard eds., Kluwer Academic Publishers. Pg.: 55-77.

Maryann Feldman, Irwin Feller, Janet Bercovitz, and Richard Burton. 2001. "Understanding Evolving University-Industry Relationships," Technology Policy for the Knowledge-Based Economy, Maryann Feldman and Al Link eds., Kluwer Academic Publishers. P. 171-188.

Richard M. Burton, "Afterword," Alessandro Lomi and Erik R. Larsen (editors), Dynamics of Organizations: Computational Modeling and Organization Theories, 2001, Cambridge, AAI Press/ MIT Press. p. 439 – 444.

Maryann Feldman, Irwin Feller, Janet Bercovitz, and Richard Burton. "Understanding Evolving University-Industry Relationships," Technology Policy for the Knowledge-Based Economy, Maryann Feldman and Al Link eds., Kluwer Academic Publishers. 2001.

Richard. M. Burton and Børge Obel, "The Challenge of Validation and Docking," Agent Simulation: Applications, Models, And Tools, University of Chicago and Argonne National Laboratory, 2000, p. 216 – 221.

Richard Burton, "Validating and Docking: An Overview, Summary and Challenge," M. Prietula, K. Carley & L. Gasser (editors), Simulating Societies: Computational Models Of Institutions And Groups, Cambridge, MA, AAI/MIT Press, 1998.

Richard M. Burton and Børge Obel, "Organization" Saul I. Gass and Carl M. Harris (editors), The Encyclopedia of Operations Research and Management Science, Boston, Kluwer Academic Publishers, 1996, 476-481. Revised 1998, Revised 2011.

Richard M. Burton and Børge Obel, "Mathematical Contingency Modeling for Organizational Design: Taking Stock," Richard M. Burton and Børge Obel (editors), Design Models for Hierarchical Organizations: Computation, Information and Decentralization, Boston, Kluwer Publishers, 1995.

Helmy H. Baligh, R. Burton and Børge Obel, "Validating an Expert System That Designs Organizations", Kathleen M. Carley and Michael J. Prietula, editors, Computational Organization Theory, Hillsdale, N.J. , Erlbaum, 1994, pp. 179-193.

Richard M. Burton, John D. Forsyth and Donald M. Melick, "A Few, Big Players in a Small World: Strategy for Partial Regulation and Competition," Richard M. Burton, John D.

Forsyth and Børge Obel (editors), Strategies for Players in a Large World: The Effect of Regulatory and Information Changes, Amsterdam, Elsevier, 1992.

Helmy H. Baligh, Richard M. Burton and Børge Obel, "Organizational Consultant: Learning By Doing," Michael F. Masuch (editor), Artificial Intelligence in Organization and Management Theory, Amsterdam, Elsevier, 1991.

Helmy H. Baligh, Richard M. Burton and Børge Obel, "Designing Expert Systems In Organization Theory: Putting `Design' Into Organizational Design," Michael F. Masuch (editor), Organization, Management and Expert Systems, Berlin, Walter De Gruyer & Co, 1990.

Helmy H. Baligh, Richard M. Burton and Børge Obel, "Creating An Expert System to Design Organizations: The Design First Approach," Michael F. Masuch (editor), Organization, Management and Expert Systems, 1990, Berlin, Walter De Gruyer & Co.

Richard M. Burton and Børge Obel, "Evaluating Organizations Using Expert Systems," L.F. Pau, et. al. (editors), Expert Systems in Economics, Banking and Management, 1989, Amsterdam, North Holland, pp. 319-326.

Helmy H. Baligh, Richard M. Burton and Børge Obel, "Design of Organizational Structures: An Expert System Method," Jean-Louis Roos (editor), Economics And Artificial Intelligence, 1987, Oxford, Pergamon Press, pp. 77-182.

Richard M. Burton, William W. Damon and Børge Obel, "Operations Planning and Investment Strategy in the Owner Financed Firm," Thomas H. Naylor and Celia Thomas (editors), Optimization Models for Strategic Planning, 1984, Amsterdam, North Holland, pp. 53-65.

Helmy H. Baligh and Richard M. Burton, "The Process of Designing Organization Structures and Their Information Substructures," S.K. Chang (editor), Management and Office Information Systems, New York, Plenum Press, 1984, pp. 3-25.

Richard M. Burton and Børge Obel, "How to Use Past Decomposition Budget Information for Planning," C. Henning Hanf and Gerhard W. Schiefer (editors), Decision and Information in Agribusiness, Kieler Wissenschaftsverlag Vank, 1982, pp. 385-395.

Richard M. Burton, "Economics for Corporate Strategy: From Substantive Rationality to Procedural Rationality," Thomas Naylor (editor), The Integration of Corporate Planning Models and Economics Into Corporate Strategy, Amsterdam, North Holland, 1981, pp. 149-170.

Richard M. Burton and David C. Dellinger, "Planning the Care of Elderly: The Duke OARS Experience," Duncan Boldy (editor), Operational Research Applied to Health Services, London, Croom Helm, Ltd., 1980, pp. 129-156.

Richard M. Burton and David C. Dellinger, "Applications of the Duke OARS Model," C. Tilguin (editor), Systems Science in Health Care, Toronto, Pergamon Press, 1981, pp.93-101.

Richard M. Burton, "Manpower Planning in ASD's Matrix Organization," The SFRP Final Report, 1980, Washington, D.C.

Richard M. Burton, William W. Damon and David C. Dellinger, "A Conceptual Model for Resource Allocation: "The OARS Model," Multidimensional Functional Assessment: The OARS Methodology, Second Edition, 1978, Duke University, pp. 41-47.

Richard M. Burton, William W. Damon, David C. Dellinger, Douglas J. Erickson and David W. Peterson, "Nursing Home Cost and Care: An Investigation of Alternatives," Multidimensional Functional Assessment: The OARS Methodology, Second Edition, 1978, Duke University, pp. 100-109.

Richard M. Burton, "Education in Systems Science: USA Survey," B.A. Bayraktar, et. al. (editors), Education in Systems Science: Report and Proceedings of the NATO Advanced Research Institute, 1979, London, Taylor & Francis, Ltd., pp. 105-138.

Richard M. Burton and William W. Damon, "Organization and Information Systems for Policy Analysis and Program Development," in George Maddox and Robin Karasik (editors), Planning Services for Older People: Translating National Objectives Into Effective Programs, Duke University, 1976, pp. 20-27.

TEACHING

WEMBA Class of 98 Outstanding Teacher Award

Organization Theory and Design: that emphasizes decision making, management an integration of functional area activities, internal structure and external strategy, choice of information systems, choice of incentives, and choice of organizational process.

Management Policy for the Firm: that emphasizes the relation of strategy and design of firm, and the organization to search for strategies and implement them.

EDITORIAL BOARDS

Senior Editor, *Organization Science*, 2004-

Editorial Board, *Strategic Management Journal*, 2007 -

Co-editor for Springer/Kluwer Academic Publishers of series on Information and Organization, 2000-

Editorial Board, *Economic Annals*, University of Belgrade, 2009 -

Associate Editor, *Management Science* for Organization Analysis, Performance and Design, 1974 - 1985, 1998- 2006.

Departmental Editor, *Management Science* for Organization Analysis, Performance and Design, 1985 – 1995.

Associate editor for *Management Science: Entrepreneurship*, 2002- 2004.

Editorial board: *Information Systems and e-Business Management*, 2002-

Editorial board: *Journal of Organizational Behavior Education*, 2002- .

Editorial Board, *International Journal of Organizational Analysis*, 2007 - 2008

Editorial board: *Carolina Health Services Review*, 1994 - 2000.

Associate editor, *Computational and Mathematical Organization Theory Journal*, 1995 – 2004.

Editorial board: *IEEE Transactions On Engineering Management*, 1985 – 99.

Editorial board: *Planning Review* for the Area of Planning Organization, 1979 – 1991.

Editorial board: *Advances in Management Studies*, 1982 – 1990.

Editorial board: *Journal of Cost Analysis*, 1990 - 1992.

ACADEMIC SERVICE

Member of Human Resources Committee of the Duke University Board of Trustees, 2010 -

University Ombudsman, 2006 – 2008.

Master of Engineering Management Advisory Board, 2003. -

Chair, Duke University President's Advisory Committee on Resource (university planning and budget), 1996 - 1997.

Chair, Duke University Academic Council (faculty senate), 1992-1994.

Health Services Management Program Director, The Fuqua School of Business, 1991 – 1997.

Academic Program Director, LEAD Program, The Fuqua School of Business, 1985 – 1992.

Academic Program Director, Strategic Human Resources Management Program, 1981 - 1985.

Area Coordinator, Management and Organization Behavior, The Fuqua School of Business, 1980 - 1984.

Director of Admissions and Financial Aid, The Fuqua School of Business, 1972 - 1974.

EXECUTIVE EDUCATION

Fuqua Executive Education Programs, 1981 - 2000.

Fuqua Executive MBA Programs, 1973 - .

Academic Program Director for Strategic Human Resource Management Program, 1981 - 1985.

IBM Senior Management Course, 1981, 1982, 2000.

SEICOR Action Education Program, 1981 - 1985.

PROFESSIONAL ORGANIZATIONS AND ACTIVITIES

National Research Council study: [Behavioral Modeling and Simulation: From Individuals to Societies](#), (2008) Greg L. Zacharias, Jean MacMillan and Susan B. Van Hemel, editors, The National Academies Press, Washington DC.

INFORMS Committee on Publications, 1996- 2000; 2011 –

INFORMS College on Artificial Intelligence, Advisory Committee, 1995.

The Institute of Management Science (TIMS). Chairman, TIMS College on Organization, 1975 - 1977, 1991 - 1993, Secretary and Program Coordinator, 1977 - 1985. Nominating committee for TIMS officers, 1986.

The Operations Research Society of America (ORSA). Chairman, ORSA Education Committee, 1974 - 1977. Visiting Lecturer 1970 - 1980.

Educational Representative to International Federation of Operations Research Societies (IFORS), 1978.

Academy of Management.

North American Society of Corporate Planners (NASCP).

Sigma Xi (National Honorary Society), Secretary, Duke Chapter, 1994 - 1996.

European International Business Association.

American Association for the Advancement of Science.

RESEARCH MEETINGS

Organizer of numerous national meeting sessions on organization theory, radical workshops, international conferences and seminars.

CONSULTING

Abbott, Abbott Park, IL, 2007

Kodak, Public Service and Gas, 1996.

Board of Advisors, The Tiber Group, 1993 - 1996.

Radian, Austin, TX, Strategic Planning, 1993.

Bell Canada, Ottawa, consultant on economic planning, 1981 - 1991.

Burroughs Wellcome Company, Research Triangle Park, NC, consultant on the development and implementation of a strategic planning process, 1986 - 1988.

SEICOR, Hickory, NC, action education and consultant, 1981 - 1986.

COURSE DEVELOPMENT

Duke University, Durham, North Carolina

Developed and taught new courses:

Health Strategy and Management Policy

Organizational Design for Health Service Organizations

Managing Professional Service Organizations

Organizational and Information Systems Design

Multidivisional Structure and Strategy

Management of Innovation and Change
Organizational Design
Managerial Theory of the Firm II
Organizational Design and Internal Operations
Cooperative-Competitive Relations and Decisions (joint)
Management of Public Enterprise
WEMBA GATE Europe

RECENT COURSES TAUGHT

Duke University, Durham, North Carolina

GATE to China
WEMBA 321: Organizational Design
WEMBA GATE to Europe
PhD seminars in Organization Theory and Computational Organizational Theory
ILE3: Creating Competitive Advantage, A Top Management Focus
Organization Theory and Design: PHD Seminar
Computational Organization Theory: PHD Seminar
Health Services Strategy
Organizational Design for Health Service Organizations
Managing the Professional Service Organization
International Environment
Organizational Behavior
Organizational Design
Organizational Theory

JOURNAL REFEREE FOR:

Computational and Mathematical Organization Theory
Management Science
Academy of Management
Organization Science
Information Systems Research
IEEE Transactions on Engineering Management
Administrative Science Quarterly
Management Science
Omega, The International Journal of Management Science
The Engineering Economist
Operations Research
Decision Sciences
Naval Research Logistics Quarterly
European Journal of Operational Research
Planning Review
AIIE Transactions
Human Systems Management
Long Range Planning
NSF Reviewer
Danish Social Science Research Council
Research Council of Canada Reviewer
Hong Kong Research Council Reviewer
Harkness Fellows Mentor, 1994 - 1996.

ACADEMIC COMMITTEE ACTIVITIES

Academic Council Chair, 1992-1994.
Executive Committee of the Academic Council, 1980-1981, 1991-1992.
Duke University Faculty Compensation Committee, 2000 – 2001, Chair, 2008
Duke University Search Committee for Vice President for Physical Resources, 2000
Duke University Presidential Search Committee, 1992.
Duke University Provost Search Committee, 1993-1994.
Duke University Search Committee for Executive Vice President, 1993-1995.
Duke University Search Committee for Dean of Faculty of Arts and Sciences, 1995.
Duke University Search Committee for Academic Vice Chancellor of Medical Center and Dean of the Medical School, 1998.
Duke University Research Policy Committee, 1996 - 2004
Duke University Board of Trustees Screening Committee, 1992 - 1994.
Business and Finance Committee, Duke University Board of Trustees, 1991 - 1994, 1996-1997.
President's Advisory Committee on Resources (PACOR), 1991 - 1992, ex officio, 1992 - 1994, Chair 1996- 1997.
Provost's Academic Priorities Committee, ex officio, 1992
Provost's Committee on Internationalization, 1991 - 1992.
Academic Council, Duke University, 1975-1976, 1977-1978, 1979-1981, 1982 -1984, 1986-1988, 1990-1992, 1995 – 1997, 1999 - 2004
Duke University Committee on Academic Priorities, 1989 - 1991.
Duke University Trustee - Faculty Committee on Honorary Degrees, 1989 - 1992.
Duke University Governance Committee, 1988 - 1989.
Duke University Administration Oversight Committee, 1982 - 1989.
President's Search Committee for University Officers, 1981 - 1982.
Duke University School of Forestry Review Committee of the Long Range Planning Committee, 1979 - 1980.
Dean Search Committee, 1985 - 1986.
Dean's Advisory Committee, The Fuqua School of Business, 1993 -1995.
Admissions Committee, The Fuqua School of Business, 1971-1974, 1978-1980.
Curriculum Committee, The Fuqua School of Business, 1970-1974, 1975-1976, 1978-1979, 1984-1988.
International Business Committees, The Fuqua School of Business, 1984 - 1986.
Numerous ad hoc committees.

PROCEEDINGS

Young Um Kim and Richard M. Burton, Behavioral Response to Negative Feedback: The Role of Aspiration Levels and Team Structure on Team Performance Second World Congress in Social Simulation, July 14-16, 2008, Washington, DC.

Hyoung Goo Kang and Richard M. Burton, Relatedness and the Efficient Organization of Internal Capital Market Second World Congress in Social Simulation, July 14-16, 2008, Washington DC.

Junko Shimazoe and Richard M. Burton, Justification Shift and Bureaucracy: How Do Successes Become the Seed of Project Failure? Second World Congress in Social Simulation, July 14-16, 2008, Washington, DC.

Peter Gallo and Richard M. Burton, The Sequencing of Transformative Organizational Change: Modeling Punctuated Equilibrium Second World Congress in Social Simulation, July 14-16, 2008, Washington, DC.

Cardinal, L. B., S. B. Sitkin, and C. P. Long (2003), "Creating Control Configurations During Organizational Founding." Proceedings of the Sixty-third Annual Meeting of the Academy of Management (CD), ISSN: 1543-8643.

Richard M. Burton and Børge Obel, "The Challenge of Validation and Docking," Agent Simulation: Applications, Models and Tools, University of Chicago and Argonne National Laboratory, 2000.

Richard M. Burton and Børge Obel, "Planning in a Matrix Organization," Proceedings AMSE Conference - Modelling & Simulation, Paris, France, July 1982, Vol. 13, pp. 3-10.

Richard M. Burton and Børge Obel, "A Simulation Model to Design the Firm," Proceedings International Conference on Applied Modelling and Simulation, Lyon, France, September 1981, Vol. V, pp. 99-102.

Joseph Battle, Richard Burton and Irene Loftrom (editors), Report of a Workshop on Models for the Introduction of OR/MS Education at Developing Institutions, Miami Beach, Florida, November 1976.

Richard M. Burton, "On Efficiency, Risk, and National Choice for Defense and Disarmament," Proceedings of Southwestern AIDS, Dallas, Texas, March 1974, pp. 115-117.

Richard M. Burton, Carl R. Jones and Gary A. Tuck, "The Selection of Process Quality: An Economic Analysis," Proceedings of Western AIDS, San Francisco, California, March 1974, pp. 103-106.

Richard M. Burton and William W. Damon, "Reliability in a Multi-State System," Proceedings Sixth Annual Southeastern Symposium on Systems Theory, Baton Rouge, Louisiana, February 1974.

Richard M. Burton, William W. Damon and Gilbert T. Howard, "On the Design of Information Processing Systems Considering Reliability and the Allocation of Work," Proceeding of Southeastern AIDS, Blacksburg, Virginia, April 1971, pp. 70-80.

DOCTORAL THESIS

Some Mathematical Models for the Allocation of Limited Resources Critical Path Type Scheduling Problems, 1967, University of Illinois, Urbana (unpublished - available on microfilm from the University of Michigan).

BOOK REVIEWS

J. Richard Harrison and Glenn R. Carroll, Culture and Demography in Organizations, Princeton and Oxford, Princeton University Press, 2006, *Administrative Science Quarterly*, vol. 52, n.1, March 2007, p.152 – 155.

Daniel Morris and Joel Brandon, Re engineering Your Business, *Columbia Journal of World Business*, vol 28, No. 3, Fall 1993.

R.F. Drenick, A Mathematical Organization Theory, 1986, Amsterdam, North Holland, p. 261, review in *European Journal of Operational Research*, 1988.

S.J. Khoury and T.D. Parsons, Mathematical Methods in Finance and Economics, 1981, New York, Elsevier, North Holland, review in *European Journal of Operational Research*, vol. 9, No. 4, April 1982.

Bruce D. Henderson, Henderson On A Corporate Strategy, 1979, Cambridge, Abt. Books, *Planning Review*, vol. 10, No. 2, March 1982, p. 40.

Simon Ramo, The Management of Innovative Technological Corporations, 1980, New York, Wiley, review in *The Engineering Economist*, vol. 26, No. 3, Spring 1981, pp. 257-258.

Hans B. Thorelli, editor, Strategy + Structure = Performance: The Strategic Planning Imperative, 1977, Bloomington and London, Indiana University Press, review in *Planning Review*, vol. 8, No. 1, January 1980, pp. 41-43.

Herbert Lyon, et. al., Management Science in Organizations, Pacific Palisades, California, Goodyear Publishing Co., 1976, review in *Interfaces*, vol. 7, No. 4, pp. 111-112.

Robert W. Ackerman, The Social Challenge to Business, 1975, Cambridge and London, Harvard University Press, review in *Interfaces*, vol. 7, No. 1, November 1976, pp. 113-115.

SELECTED PRESENTATIONS AND WORKING PAPERS

Richard M. Burton and Børge Obel, "On the Validity of Simulation Models in Organization Science," In Honor of Richard M. Cyert, Carnegie-Mellon University, Pittsburgh, PA, September 10-11, 1993, invited.

Richard M. Burton, "Information and Organization Theory," Invited Presentation to the Academy of Management, Anaheim, California, August 1988.

Arthur J. Kuhn and Richard M. Burton, "Choosing the Environment for Managerial Control General Motors the 20's," 1976.

Richard M. Burton and John D. Forsyth, "Strategic Diversity and Firm Performance," Strategic Management Conference, Paris, France, October 1983.

Richard M. Burton, "The Information System and Organization Structure: An Integrated Whole," ORSA/TIMS, San Diego, California, October 1982.

Richard M. Burton and Arthur J. Kuhn, "Strategy Follows Structure: The Missing Link of Their Intertwined Relation," 1980.

Richard M. Burton and Børge Obel, "How to Use Ex Post Decomposition Budget Information for Planning," Third European Symposium of European Associates of Agricultural Economists, Kiel, 1982.

PERSONAL INFORMATION

Office: 100 Fuqua Drive
The Fuqua School of Business
Duke University
Durham, North Carolina 27708-0120

Telephone: (919) 660-7847
Email: rmb2@duke.edu

Home: Durham, North Carolina, 27705

Citizenship: USA
Married, one child
French: survival

RECENT COMMUNITY ACTIVITIES:

Board of Directors, Senior PharmaAssist, 2008 -

Board of Directors, Durham Health Partners, 2003- 2006.

Advisory Committee: Get on Board: Leadership for Educational Excellence,
1996 - 1997.

Chairman, Board of Trustees, Durham County Hospital Corporation,
1987 - 1989. Executive Committee, Finance Committee, 1984 - 1990.
Planning Committee, 1984 - 1991, board member, 1984-1990.

Board of Directors, Family Medicine, 1987 - 1989.

Advisory Board, Long Term Care Resource Program, Duke University, 1988 - .

Advisory Board, Oakleigh at Durham, 1987 - 1989.

Advisory Board, Home TLC, 1987 - 1989.

Chairman, Durham City School System Wide Advisory Board, 1982 - 1984.

Blue Cross/Blue Shield Hospital Review Board, 1984 - 1989.

Executive Director of North Carolina LEAD Advisory Council, 1985 - 1992.

Junior Achievement Lecturer, 1986 - 1990.

Taskforce on Sanitary Landfill, Durham City, 1990.