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**Sauder School of Business**  
**University of British Columbia**  
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## EDUCATION

### **Stanford University:**

February 1993    Ph.D. Sociology.  
Dissertation: "Learning, Institutionalization, and Obsolescence in Organizational Rule Histories." Dissertation Advisor: James G. March.

July 1989        M.A. Sociology

### **Universität Bielefeld (Germany):**

Oct 1982        "Soziologie Diplom". Thesis: "Household Type and Life Course".

## WORK EXPERIENCE

7/01-today       Associate Professor, Organizational Behavior and Human Resources Division, Sauder School of Business, University of British Columbia, Canada.

Courses: ♦ Organizational Behavior and Management ♦ Seminar in Macro-Organizational Theories ♦ Advanced Statistical Models

9/93-6/01       Assistant Professor for Management and Organization, School of Business Administration, University of Washington, U.S.A.

Courses: ♦ Business and Society ♦ Organization Structure ♦ Power Tools for Managers and Consultants ♦ Designing Adaptive Organizations ♦ Business Process Reengineering and Improvement ♦ Sociological Theories of the Firm

11/82-7/85       "Diplom Soziologe" at the Institute for Population Research and Social Policy (Bielefeld, West Germany). Developing micro-simulation models, research on demographic processes, developing event sequence analysis software.

## RESEARCH INTERESTS

- Organizational Learning, Organizational Rules, Bureaucracies, Law Change, Hassle, Routines, Clinical Practice Guidelines, Obsolescence, Systems
- Knowledge Networks, Knowledge Flows, Knowledge Relevance, Knowledge Management
- Change, Dynamic Models, Quantitative Methods, Archival Research
- Organization Theories, Organization Design, Business Process Reengineering, Multinational Corporations, International Management

## PUBLISHED WORK

Schulz, M. 2015

“*The BTF Vision of Unfolding Rule Worlds*”, in: Journal of Management Inquiry.

Schulz, M. 2014

“*Logic of Consequences and Logic of Appropriateness*”, in: Palgrave Encyclopedia of Strategic Management, edited by Mie Augier and David Teece.

Schulz, Martin; Jennings, P. Devereaux; Patient, David 2008

“*Cleaning up the Water Law of British Columbia: a Problemistic Approach to Rule Changes*” Academy of Management Proceedings 2008.

Schulz, Martin 2008

“*Staying on Track: A Voyage to the Internal Mechanisms of Routine Reproduction*”, in: Markus C. Becker (ed.): Handbook of Organizational Routines. Edward Elgar Publishing Ltd, UK

Jennings, Devereaux; Schulz, Martin; Patient, David; Gravel, Caroline; Yuan, Ke, 2005

“*Weber and Legal Rule Refinement: The Closing of the Iron Cage?*” Organization Studies 26(4): 621-653.

Schulz, Martin, 2003

“*Impermanent Institutionalization: The Duration Dependence of Organizational Rule Changes*” Industrial and Corporate Change, 12 (5): 1077-1098

Schulz, Martin, 2003

“*Pathways of Relevance: Exploring Inflows of Knowledge into Subunits of Multinational Corporations.*” Organization Science, 14 (4): 440-459

## **PUBLISHED WORK (continued)**

- Dietz, Joerg; Robinson, Sandra; Folger, Robert; Baron, Robert A.; Schulz, Martin 2003  
“*The Impact of Community Violence and an Organization's Procedural Justice Climate on Workplace Aggression*,” Academy of Management Journal, 46(3), 317-326
- Schulz, Martin; Beck, Nikolaus 2002  
“*Die Entwicklung Organisatorischer Regeln im Zeitverlauf*.” Kölner Zeitschrift für Soziologie und Sozialpsychologie, Sonderheft 42/2002, pages 119-150
- Schulz, Martin, 2002  
“*Organizational Learning*” pp 415-441 in: Joel A. C. Baum (ed) Companion to Organizations, Blackwell Publishers, Oxford, UK
- Schulz, Martin, 2001  
“*The Uncertain Relevance of Newness: Organizational Learning and Knowledge Flows*”. Academy of Management Journal, Vol 44, no 4, 661-681
- Schulz, Martin and Jobe, Lloyd A. 2001  
“*Codification and Tacitness as Knowledge Management Strategies: An Empirical Exploration*.” Journal of High Technology Management Research, 2001, Vol. 12, pages 139-165
- Schulz, Martin and Beck, Nikolaus 2000  
“*Comparing Rule Histories in the U.S. and in Germany: Searching for General Principles of Organizational Rules*”. SFB 504 Working Paper 00-13, 2000 Universität Mannheim
- March, James G., Schulz, Martin, and Zhou, Xueguang 2000  
“*The Dynamics of Rules: Change in Written Organizational Codes*”, Stanford University Press
- Schulz, Martin 1998  
“*Limits of Bureaucratic Growth: The Density Dependence of Organizational Rule Births*”. Administrative Science Quarterly. Vol 43, No 4, Winter, 1998
- Schulz, Martin 1998  
“*A Model of Obsolescence of Organizational Rules*,” Journal of Computational and Mathematical Organization Theory, Vol 4, No 3, Fall 1998: 241-266
- Schilling, Melissa A. and Schulz, Martin 1998  
“*Improving the Organization of Environmental Management: Ecosystem Management, External Interdependencies, and Agency Structures*”, Public Productivity & Management Review, Vol 21, No 3, March 1998: 293-308

## **PUBLISHED WORK (continued)**

Schulz, Martin 1992

“*A Depletion of Assets Model of Organizational Learning*”, in: Journal of Mathematical Sociology, 1992, Vol. 17(2-3), pp. 145-173

Schulz, Martin 1989

“*The Analysis of Sequence Patterns of Family-Related Events*” (Publication in German); in: Alois Herlth and Klaus Peter Strohmeier (Ed): “Lebenslauf und Familienentwicklung”, Leske und Budrich: Opladen (West Germany), 1989: 111-146

Schulz, Martin; Strohmeier, K.P. 1984

“*Professional Career and Family Career: Problems of Reconstruction and Modelling Sequences of Life Course Events*” (Publication in German); in: Materialienband: Beiträge aus den Sektions- und ad hoc-Veranstaltungen des 22. Deutschen Soziologentags in Dortmund, West Germany.

Kaufmann, F.X.; Quitmann, J.; Schulz, M.; Simm, R.; Strohmeier, K.P. 1984

“*Family Development in North-Rhine Westphalia: Socio-Spatial Context, Modeling, and Microsimulation.*” (Publication in German) IBS - Materialien Nr. 17, ISBN 3-923340-01-4, Universität Bielefeld.

## **PRESENTATIONS GIVEN AT PROFESSIONAL MEETINGS**

Martin Schulz & Kejia Zhu

“*Shifting Logics: Erosion of Appropriateness and Knowledge Uptake of Rules*” presented at the Academy of Management Annual Meetings in Philadelphia, PA, August 2014

Martin Schulz

“*Rule networks and rule change*”, presented at the Carnegie School of Organizational Learning Conference in Asilomar (CSOL 2014), May 2014

Martin Schulz & Kejia Zhu

“*Shifting Logics and Knowledge Uptake of Rules: Erosion and Anchoring of Appropriateness*” (Poster Presentation) presented at the Organization Science Winter Conference (OSWC XX), Steamboat Springs, CO, February 6-9, 2014

Kejia Zhu & Martin Schulz

“*Rule Networks and Rule Change: How Do Citation Ties Affect Rule Revisions?*” presented at the Academy of Management Annual Meetings in Orlando, FL August 2013

Kejia Zhu & Martin Schulz

“*Knowledge Network and Knowledge Change: How Citation Ties Affect Rule Revisions*” (Poster Presentation) presented at the Organization Science Winter Conference (OSWC XIX), Steamboat Springs, CO, February, 2013

Martin Schulz & Kejia Zhu

*“When Rules Grow Persistent: Problem-Based Adaptation of Clinical Practice Guidelines”* presented at the Academy of Management Meetings, Boston, MA, August, 2012

Martin Schulz & Kejia Zhu

*“Experience Routing and Self-Organization of Organizational Rule Networks”*, presented at the Organization Science Winter Conference (OSWC XVIII), Steamboat Springs, CO, February, 2012

Marjan Houshmand & Martin Schulz

*“ICT-Enabled Social Networks and Issue Construction in the Arab Spring”*, (Poster Presentation) presented at the Organization Science Winter Conference (OSWC XVIII), Steamboat Springs, CO, February, 2012

Martin Schulz & Kejia Zhu

*“Rule-Based Learning: Path Dependent Knowledge Integration into Clinical Practice Guidelines”*, (Poster Presentation) presented at the Organization Science Winter Conference (OSWC XVII), Steamboat Springs, CO, Feb, 2011

Kejia Zhu & Martin Schulz

*“Knowledge Structure and Knowledge Change: Experience and Attention Transfer in Rule Networks.”* presented at the Preconference of the Organization Science Winter Conference (OSWC XVII), Steamboat Springs, CO, February 2011

Markus Becker & Martin Schulz

*“Organizational Memory And Persistence: How Can Routines and Rules Persist Despite Perennial Gales of New Problems and Solutions?”* presented at the Organization Science Winter Conference (OSWC XVII), Steamboat Springs, February 2011

Martin Schulz

*“Problem Absorption in Rule Birth and Revisions”* presented at the Organization Science Winter Conference (OSWC XV), Steamboat Springs, CO, February 2011

Schulz, Martin and Beck, Nikolaus

*“A Problemistic Approach to Rule Evolution”*, presented at the Organization Science Winter Conference (OSWC XV), Steamboat Springs, Colorado, February 2009.

Schulz, Martin; Jennings, P. Devereaux; and Patient, David

*“Rule Persistence and Change: A Problemistic Approach to the Evolution of the Water Law of British Columbia”*, presented at the Academy of Management Meetings, Anaheim, California, August, 2008

Schulz, Martin; Kiefer, Tina, and Barclay, Laurie

*“‘What a Hassle’ - Cognitive and Emotional Reactions to Bureaucratic Rules”* presented at the Academy of Management Meetings, Anaheim, California, Aug 2008

Schulz, Martin

*“Staying on Track: A Voyage to the Internal Mechanisms of Routine Reproduction”* presented at the Third International Conference on Organizational Routines, Strasbourg, France, 25-26 May 2007

Schulz, Martin; Jennings, P. Devereaux; Patient, David; Gravel, Caroline; Yuan, Ke

*“A Problemistic Approach to Institutional Change: The Evolution of the British Columbia Water Law 1900 to 2000”*. Presented at the Academy of Management Meetings, Atlanta, Georgia, 2006.

Schulz, Martin; Jennings, P. Devereaux; Patient, David; Gravel, Caroline; Yuan, Ke

*“A Problemistic Approach to Institutional Change: The Evolution of the British Columbia Water Law 1900 to 2000”*. Presented at the Organization Science Winter Conference, Steamboat Springs, Colorado, 2006.

Schulz, Martin; Kiefer, Tina, and Barclay, Laurie

*“When Rules Go Wrong: Understanding Reactions to Bureaucratic Hassle”*. Poster presented at the Academy of Management Meetings, Honolulu, Hawaii, 2005

Jennings, P. Devereaux; Schulz, Martin; Patient, David; Gravel, Caroline; Yuan, Ke

*“The Ecological Dynamics of Legal Rule Revision”* Presented at the Academy of Management Meetings, New Orleans, 2004

Branzei, Oana; Schulz, Martin; Vertinsky, Ilan

*“Product Innovation in Heterogeneous R&D Networks: Paths to Exploration and Exploitation”* Presented at the Academy of Management Meetings, New Orleans, 2004

Schulz, Martin; Jennings, P. Devereaux; Gravel, Caroline; Patient, David; Yuan, Ke

*“Discovering the Dynamics of Institutional Environments: Modeling Legal Rule Revision.”* Presented at the Academy of Management Meetings, Seattle, Aug 2003

Schulz, Martin; Beck, Nikolaus 2002

*“Organizational Rules and Organizational Rule Histories: A Review of Current Research on Rule-Based Models of Organizational Learning”* presented at Academy of Management Meetings in Denver, Colorado, Aug 2002

Schulz, Martin 2002

*“Impermanent Institutionalization: The Duration Dependence of Organizational Rule Changes”* presented at “Institutions and Organizations Conference in Honor of James G. March”, July 4-6, 2002, Lucca, Italy

Schulz, Martin 2002

*“Forgotten Rules: The Duration Dependence of Organizational Rule Revisions and Suspensions”* presented at the Second Joint Japan-North America Conference on Mathematical Sociology, May 31 - June 2, 2002, Coast Plaza Suite Hotel, Vancouver, BC, Canada

Schulz, Martin and Beck, Nikolaus 2000

*“Iron Laws of Bureaucracy – Comparing Incremental and Radical Change of Organizational Rules in the U.S. and in Germany”* presented at Academy of Management Meetings in Toronto, Canada, Aug 2000

Schulz, Martin 2000

*“Institutionalization and Evolution of Knowledge in Organizations: Inspirations from Research on Rules and Knowledge Flows”* presented at the KNEXUS Research Symposium on “Institutionalization of Knowledge: How Institutions Develop and Spread Knowledge”, Institute for International Studies, Stanford University, July 31 - August 2, 2000.

Schulz, Martin 1999

*“Pathways of Relevance: Exploring Inflows of Knowledge into Subunits of MNCs”* presented at the Academy of Management Meetings in Chicago, Aug 1999.

Schulz, Martin 1998

*“The Uncertain Relevance of New Knowledge: Organizational Learning and Knowledge Flows in Multinational Corporations”* presented at the Academy of Management Meetings in San Diego, CA, Aug 1998.

Schulz, Martin and Jobe, Lloyd A. 1997

*“Codification and Tacitness as Knowledge Management Strategies: An Empirical Exploration”*, presented at the Academy of Management Meetings in Boston, MA, Aug 1997. An earlier version of this paper was presented at the 16th International Conference of the Strategic Management Society in Phoenix, AZ, Nov 10-13, 1996.

Schulz, Martin and Jobe, Lloyd 1996

*“Determinants of Knowledge Flows in MNCs: Effects of Interdependence, Strategic Context, Innovation, and Codification”* presented at the Academy of Management Meetings in Cincinnati, Ohio.

Schulz, Martin 1996

*“Refinement: The Occurrence Dependence of Organizational Rule Changes”* presented at the Conference on Organizational Memory and Learning at Stanford University, June, 1996

Schulz, Martin 1995

*“Limits to Bureaucratic Growth: The Density Dependence of Organizational Rule Births”*, presented at the 1995 Annual Meeting of the American Sociological Association in Washington, DC (also presented at the 1995 Academy of Management Meetings in Vancouver, BC)

Schulz, Martin 1994

*“Persistence or Obsolescence: The Duration Dependence of Organizational Rule Change”*, presented at the 1994 Annual Meeting of the American Sociological Association in Los Angeles.

Schulz, Martin 1992

*“Tracking, Refinement, or Retention: The Integrity of Organizational Experience”*, presented at the Annual Meeting of the American Sociological Association, Pittsburgh, Pennsylvania, August 24, 1992.

Schulz, Martin 1991

*“Organizational Learning in an Administrative Rule System”*, presented at the Annual Meeting of the American Sociological Association, Cincinnati, Ohio, August 27, 1991.

Schulz, Martin 1989

*“Thematic Convergence in Rule Learning: Detection of Competency Traps”*, presented at the Annual Meeting of the American Sociological Association, San Francisco, August 10, 1989.



## **AWARDS AND FELLOWSHIPS**

Member of the “Health Policy & Systems Management Research Grants Committee”, 2013, Canadian Institutes of Health Research (CIHR)

Research Grant from SSHRC for research on the topic “Problem Distributions and Rule Change: Understanding How Rules Persist and Evolve” (CDN\$75,200), Vancouver, Canada, 2011

Research Grant from SSHRC for research on the topic “When Rules Go Wrong: Understanding Reactions to Bureaucratic Hassle” (CDN\$ 91,523), Vancouver, Canada, 2005

Research Grant from the Hampton Foundation for research on “Formalizing ‘Fairness’: Can Organizational Policies Dictate What is (Un)Fair?” (CDN\$ 3,000), Vancouver, Canada, 2004.

Outstanding Reviewer Award of the BPS Division of the Academy of Management, 2003

Above and Beyond the Call of Duty Award (ABCD Award), OMT Division, Academy of Management, 2002

Carolyn Dexter Award Nominee (Academy of Management, 2002) for the paper “Organizational Rules and Rule Histories: A Review of Rule-Based Models of Organizational Learning” (together with Nikolaus Beck, U. of Erfurt).

Visiting Lecturer, “Organizational Learning and Knowledge”, Graduiertenkolleg, Fakultät für Betriebswirtschaft (Faculty of Business), Christian Albrechts Universität Kiel, Summer 2002

Research Grant from the Hampton Foundation for research on “Problem Absorption and Resolution in Organizational Learning” (CDN\$ 40,000), Vancouver, Canada, 2002.

Research Grant from SSHRC for research on “An Institutional Ecology of Regulatory Rules”, (CDN\$ 93,690), with Devereaux Jennings, Vancouver, Canada, 2002.

Research Fellow at the Lehrstuhl für Allgemeine Betriebswirtschaftslehre und Organisation (Prof. Dr. Alfred Kieser), Universität Mannheim, Germany, Spring Quarter 1999

Grant from the Carnegie Bosch Foundation for research on the project “Organizational Learning in Multinational Enterprises”, (US\$ 16,000) February 1996

Two Grants from the Center for International Business Education and Research for the Project “Organizational Learning in Multinational Enterprises”, (US\$ 16,000) Seattle, March 1995 and January 1996

Award from the Andrew Mellon Foundation through the Population Studies Committee at Stanford, May 1986. W. Brian Arthur, Dean and Virginia Morrison Professor of Population Studies.

## **EDITORSHIPS**

Associate Editor, Management Science, 2006-2010

Member, Editorial Review Board of Organization Science, 2006-ongoing

Member, Editorial Review Board of Academy of Management Journal (AMJ), 2004-2007

Member, Editorial Review Board of Strategic Organization (SO), 2002-2007

## **REVIEWER**

Public Administration Review (ongoing since 2014)

Administrative Science Quarterly (ongoing since 2006)

Organization Studies (ongoing since 2004)

Academy of Management Journal (ongoing since 2001)

Organization Science (ongoing, since 2002)

SO! Strategic Organization (ongoing since 2002)

Management Science (ongoing since 2001)

CMOT Computational and Mathematical Organization Theory (occasionally)

Journal of Mathematical Sociology (occasionally)

Academy of Management Meetings - OMT section (most years)

Academy of Management Meetings - BPS section (many years)

U.S. National Science Foundation (occasionally)

CIHR – Canadian Institutes of Health Research (ongoing since 2013)

SSHRC – Social Sciences and Humanities Research Council (ongoing since 2003)

**MEMBERSHIPS** Academy of Management, INFORMS

## **COMPUTER SKILLS**

Operating Systems: UNIX, Windows, Eumel

Statistical Packages: SAS, SPSS, STATA, BMDP, RATE, TDA, LIMDEP, GAUSS, GLIM

Computer Languages: Fortran, C++, Snobol, Pascal, Basic, Elan