

## FRITS K. PIL

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University of Pittsburgh  
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### Education

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

### Employment

- 2011-present        **Katz Graduate School of Business, University of Pittsburgh**  
Professor, Area Director 2009-2012
- 2004 - 2011         **Katz Graduate School of Business, University of Pittsburgh**  
Associate Professor
- 1996 - present      **Learning Research and Development Center, Univ. of Pittsburgh**  
Research Scientist
- 2008 - present      **Judge Business School, University of Cambridge**  
Honorary appointment: Research Fellow  
2006-2008: Senior Research Associate
- 1996 - 2004         **Katz Graduate School of Business, University of Pittsburgh**  
Assistant Professor

### Visiting Faculty Appointments

- May-June 2005     **Judge Business School, University of Cambridge**  
Under sponsorship of the Centre for Competitiveness and Innovation,

Cambridge-MIT Institute

June-July 2005

**Saïd Business School, University of Oxford**

Under sponsorship of the Advanced Institute of Management,  
Economic and Social Science Research Council (ESRC)

## Journal Articles

Caner, Turanay, Susan Cohen, and Frits K. Pil (forthcoming) 'The Moderating Effect of Partner Knowledge Distance on the Inventive Benefits of Firm Knowledge Variety.' *Strategic Management Journal*.

Holweg, Matthias, and Frits K. Pil, (2012). 'Outsourcing complex business processes: Lessons from the Enterprise Partnership between BAE Systems and Xchanging.' *California Management Review* 54(3): 98-115.

Cruz, Kevin, and Frits K. Pil. (2011), 'Team Characteristics and Individual Stress.' *Human Relations* 64(10): 1265-1289.

Kim, Jaewon, John Paul MacDuffie, and Frits K. Pil, (2010). 'Employee voice and organizational performance', *Human Relations* 63(3): 371-394.

Pil, Frits K. and Carrie Leana, (2009). 'Applying organizational research to public school reform: The effects of teacher human and social capital on student performance', *Academy of Management Journal*, 52(6): 1101-1124.

Pinto, Jonathan, Carrie Leana, and Frits K. Pil. (2008). 'Corrupt organizations or organizations of corrupt individuals? Two organizational-level corruption phenomena.' *Academy of Management Review* 33(3): 685-709.

Matthias Holweg and Frits K. Pil. (2008). 'Theoretical perspectives on the coordination of supply chains.' *Journal of Operations Management* 26(3): 389-406.

Pil, Frits K. and Takahiro Fujimoto. (2007). 'Lean and reflective production: The dynamic nature of production models.' *International Journal of Production Research*, 45(16), 3741-3761.

Pil, Frits K. and Susan Cohen. (2006) 'Modularity and complexity: implications for imitation, innovation, and sustained competitive advantage.' *Academy of Management Review*, 31(4), 995-1011.

Pil, Frits K., and Matthias Holweg. (2006). 'From value chain to value grid.' *MIT Sloan Management Review*, Summer, 47(4), 72-80.

Leana, Carrie, and Frits K. Pil. (2006) 'Social capital and organizational performance: Evidence from urban public schools.' *Organization Science*, 17(3): 353-366.

Pil, Frits K., and Matthias Holweg. (2004) 'Linking Product Variety to Order-Fulfillment Strategies.' *Interfaces*, 34(5): 394-403.

Pil, Frits K. and Sandra Rothenberg. (2003) 'Environmental performance as a driver of superior organizational performance.' *Production and Operations Management*, 12(3): 404-415.

Pil, Frits K., and Matthias Holweg. (2003) 'Exploring scale: the hidden advantages of thinking

small.' *MIT Sloan Management Review*, 44(2): 33-40.

Holweg, Matthias, and Frits K. Pil. (2001) 'Successful build-to-order strategies start with the customer.' *MIT Sloan Management Review*, 43(1): 74-83.

-----, (translated into Dutch), 'Begin bij de Klant voor een succesvolle BTO Strategie', *Marketing Wise*, (2002): 41-55.

-----, (translated into Spanish), 'Fabricacion sobre pedido: partir del cliente', *Harvard Deusto Business Review* (2003), No. 115 (July-August): 38-44.

Rothenberg, Sandra, Frits K. Pil, and Jim Maxwell. (2001) 'Lean, green, and the quest for superior performance.' *Production and Operations Management*, 10(2): 228-243.

Pil, Frits K. and John Paul MacDuffie. (1999) 'What makes transplants thrive: managing the transfer of 'best practices' at Japanese auto plants in North America.' *Journal of World Business*, 34(4): 372-391.

Pil, Frits, K. and John Paul MacDuffie. (1996) 'The adoption of high-involvement work practices.' *Industrial Relations*, 35(3): 423-455.

-----, reprinted in: Casey Ichniowski, David Levine, Craig Olson, and George Strauss (eds.) *The American Work Place – Skills, Compensation, and Employee Involvement*. Cambridge University Press (2000)

## Book

Holweg, Matthias, and Frits K. Pil. (2004). *The Second Century*. Cambridge: MIT Press.

\_\_\_\_\_, (2005), paperback edition, Cambridge: MIT Press.

\_\_\_\_\_, (2006, 2007), Chinese translation (China Machine Press); Korean translation (Gasan Books); Japanese translation (Bushido).

## Working Papers

MacDuffie, John Paul, Bruce Kogut, Frits K. Pil, and Charles Ragin. 'Red Queen Dynamics and Organizational Design: Does Convergence in Performance Lead to Convergence in Form?' R&R, *Management Science*.

Lawson, Benn, Frits K. Pil, and Matthias Holweg. 'Order Fulfillment in the Auto Industry.' Revise and Resubmit (5<sup>th</sup> round), *Production and Operations Management*.

Lawson, Benn, Antony Potter, Frits K. Pil, and Matthias Holweg. 'Responding to contamination of the food supply chain: The role of geographic distance, industry relatedness, and clustering'

Pil, Frits, Benn Lawson, Yinyin Cao. 'Control Over Labor Conditions in the Supply Chain: Different Pathways to Corporate Social Responsibility.'

Cao, Yinyin, Frits K. Pil, Jerry May, Donal Kirwan. 'Disability and Wages: The Effect of Occupational Demands.'

Merieke Stevens, Frits K. Pil, and Matthias Holweg. 'High Performance Supplier Relations: The Role of Trust.'

Pil, Frits K, Susan Cohen, Turanay Caner 'Design Reuse and Problem Resolution: Examining the Role of Complexity.'

Yorio, Patrick, and Frits K. Pil. 'Social Exchange and Safe Work Rules: The Mediating Role of Self-Regulation and Command and Control.'

## Other Publications

- Leana, Carrie, and Frits K. Pil. (2017). Social Capital: An Untapped Resource for Educational Improvement, in Ed. Esther Quintero, *Teaching in Context: How Social Aspects of School and School Systems Shape Teachers' Development and Effectiveness*, Harvard Education Press, Cambridge, MA.
- Holweg, Matthias, Kai Hoberg, Jakob Heinen, and Frits K. Pil. (2016). Making 3-D printing work for you. *The European Business Review*, July/August.
- Katz, Harry, John Paul MacDuffie, Frits K. Pil (2014). "Crisis and Recovery in the U.S. Auto Industry: Tumultuous Times for a Collective Bargaining Pacesetter". In *Collective Bargaining Under Duress: Case Studies of Major North American Industries*, edited by Howard R Stanger, Paul F Clark, Ann C Frost.
- Holweg, Matthias, and Frits K. Pil (2009) 'A Break From the Past: Volvo and its Malcontents.' In Michel Freyssenet (ed.) *The Second Automobile Revolution*. Palgrave MacMillan.
- Cutcher-Gershenfeld, Joel, Steven Sleight, and Frits K. Pil (2006) 'Collective Bargaining: Keeping Score on a Great American Institution' in David Lewin, (ed.) *Contemporary Issues in Employment Relations*, LERA Research Volume, Cornell University Press.
- Katz, Harry, John Paul MacDuffie, and Frits K. Pil (2003) 'Autos: Continuity and Change in Collective Bargaining.' in P. Clark, J. Delaney, and A. Frost (eds.) *Contemporary Collective Bargaining in the Private Sector*. Madison, WI: Industrial Relations Research Association.
- Pil, Frits K., and Carrie Leana (2000). 'Free Agent vs. High-Involvement Approaches to Skill Development: Using Public Policy to Enhance Relational Wealth.' in C. Leana and D. Rousseau (eds.) *Relational Wealth: Managing Employment for Competitive Advantage*, Oxford University Press.
- Pil, Frits K. and John Paul MacDuffie (1999). 'Organizational and environmental factors influencing the use of high-involvement work practices.' in Peter Cappelli (ed.) *Employment Strategies – Understanding Differences in Employment Practices*, Oxford University Press.
- Pil, Frits K. and John Paul MacDuffie (1999). 'Transferring Competitive Advantage Across Borders: A Study of Japanese Transplants in North America.' in Jeffrey Liker, Mark Fruin, and Paul Adler (eds.) *Remade in America: Transplanting and Transforming Japanese Production Systems*, Oxford University Press.
- Pil, Frits K. and Saul Rubinstein (1998). 'Saturn: A different kind of company?' in M. Boyer, S. Tolliday, U. Jürgens, and E. Charron (eds.) *Between Imitation and Innovation*, Oxford University Press.
- MacDuffie, John Paul and Frits K. Pil (1997). 'Flexible Technologies, Flexible Workers.' in Takahiro Fujimoto, and Ulrich Jürgens (eds.) *Transforming Auto Assembly -- International Experiences with Automation and Work Organization*, Frankfurt: Springer Verlag.
- MacDuffie, John Paul and Frits K. Pil (1997), 'High-involvement work practices and human resource policies: An international perspective.' in Thomas Kochan, Russell Lansbury, and John Paul MacDuffie (eds.) *Evolving Employment Practices in the World Auto Industry*, Ithaca, NY: Cornell University Press.

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

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

## Honors and Awards

*Doris & Douglas Bernstein Award for Faculty Teaching Excellence*, 2015/2016.

*Excellence in Teaching Award*, Katz Graduate School of Business, 2003/2004, 2005/2006, 2006/2007, 2007/2008, 2008/2009, 2009/2010(undergrad & MBA), 2010/2011, 2011/2012, 2012/2013, 2013/2014. 2014/2015, 2015/2016.

*Chris Voss Best Paper Award*, European Operations Management Association (EurOMA), 2014.

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

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

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

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

## Teaching

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

MBA: BOAH 2410. Human Resources for Competitive Advantage (Core)  
BOAH 2532 Negotiations, Teamwork, and Change (elective)  
BOAH 2537 Conflict (elective)

PhD: Work and Organizations  
International Management  
Social Capital  
Advanced Topics in Human Resource Management

Teaching ratings over last five years average 4.8 on a 1-5 scale.

Exec. Education: Managing People; Human Resource Management; Negotiations; Value Chain Management.

#### Dissertation Committees:

Melvin Smith (2002), Darlene Gambill (2003), Miguel Olivas (2003), Naim Kapuco (2003), Claire Gong (2006); Brenda Ghitulescu (2006 -- chair), Raymond Gibney (2006), Kevin Cruz (2010), Anushri Rawat (2010), Emily Stiehl (2010), Jane Woroniecki (2013), Rich Herko (2014).

#### Grants

2012-2017	Principal Investigator (w/ C. Leana, co-PI)	Sloan Foundation – “Enhancing School Performance”	\$117,185
2007-2008	Principal investigator	International Motor Vehicle Program – Process Excellence - -Automotive Research	\$45,000
2006-2007	Principal investigator	International Motor Vehicle Program – ‘Responsiveness and Change’	\$43,862
2005-2006	Principal investigator	International Motor Vehicle Program – ‘Responsiveness and Change’	\$30,000
2004-2005	Principal investigator	International Motor Vehicle Program – ‘Management of the Extended Enterprise’	\$43,260
2003-2004	Principal investigator	International Motor Vehicle Program – ‘Management of the Extended Enterprise’	\$56,000
2003-2005	Co-principal investigator (w/M.K. Stein, C. Leana, and C. Coburn).	National Science Foundation – ‘Scaling Up Mathematics: The Interface of Curricula with Human and Social Capital’	\$3,580,000
2002-2003	Principal investigator	International Motor Vehicle Program – ‘Management of the Extended Enterprise’	\$60,000
2001-2003	Principal investigator	Alfred P. Sloan Foundation -- ‘Volvo's Uddevalla Factory’	\$35,796
2001-2002	Principal investigator	International Motor Vehicle Program -- ‘Management of the Extended Enterprise’	\$58,697
2000-2003	Responsible for research component (w/ C. Leana).	Wallace Reader’s Digest Grant – ‘Nested Learning Communities.’	\$130,000 per annum
1999-2001	Principal investigator	International Motor Vehicle Program -- ‘International Assembly Plant Study’	\$134,000
1997-1999	Principal Investigator	International Motor Vehicle Program – ‘Learning and Change in Auto Assembly’	\$133,000
1996-1997	Principal Investigator	International Motor Vehicle Program – ‘Evolution in Auto Assembly Plants’	\$25,000

#### University Service

2016-2017 Member, Katz Promotion and Tenure Committee

2016-2017	Recruitment Committee Chair, Katz (Org. & Entrepreneurship)
2012-	Member, University of Pittsburgh Research Council
2013-2017	Chair; Co-chair, Social Sciences and Humanities, University of Pittsburgh Central Research Development Office Grant Competition
2012-2013	Chair, Katz Affirmative Action Committee
2009-2012	Area Director, Katz Organizations and Entrepreneurship Area
2010-2012	Recruitment Committee Chair, Katz (Org & Entrepreneurship)
2010- 2011	Recruitment Committee Member, Katz (Supply Chain)
2008-2010	Chair, LRDC Communications Committee
2009-2010	Recruitment Committee, Psychology/LRDC
2009-2010	Recruitment Committee, Katz
2008-2009	Katz MBA Task Force
2007-2009	Katz Supply Chain Task Force
2006-2009	Chair, Katz International Business Center, Advisory Committee
2006-2008	Katz Admissions Committee
2001-2008	LRDC Computer Services Committee
2004-2006	Katz International Business Center, Advisory Committee
2001-2006	Katz Undergraduate Committee
1998-2001	Katz International Business Center, Advisory Committee
1998-1999	Recruitment Committee, LRDC/Education School
1996-1998	Recruitment Committee, Katz/LRDC (Co-chair in 1997-1998)
1996-1998	Katz MBA Policy Committee
1996-1998	Katz Admissions Sub-committee for MBA Programs.

**Ad-Hoc Reviewer for:**

<i>Academy of Management Journal</i>	<i>Industrial Labor Relations Review</i>
<i>Academy of Management Review</i>	<i>Journal of Organization Behavior</i>
<i>British Journal of Industrial Relations</i>	<i>Management Science</i>
<i>IEEE Trans. on Engineering Mgt.</i>	<i>Human Relations</i>
<i>Industrial Relations</i>	<i>Relations Industrielles (Canada)</i>
<i>Interfaces</i>	<i>Strategic Management Journal</i>
<i>National Science Foundation</i>	<i>WT Grant Foundation</i>

**Editorial Board:**

*Organization Science, 2006-2016*  
*Co-editor, Special Issue Journal of Operations Management, The Digitization of Manufacturing, in process.*

## Selected Presentations

Pil, Frits, Benn Lawson, Yinyin Cao. 'Control Over Labor Conditions in the Supply Chain: Different Pathways to Corporate Social Responsibility.' *Academy of Management Meetings*, Anaheim, CA, August 2016.

Pil, Frits K. 'Teacher Instructional Practice: A Lens on the Role of Social Capital in Schools' *Radcliffe Institute for Advance Study*, Workshop on "Implications, Interventions and Impact: Putting Organizational Research to Work in Real World School Contexts" Cambridge, MA, August 12-13, 2015.

Pil, Frits K, and Carrie Leana. 'Standardization of Instruction: The Drivers of Individual Versus Collective Deviation From the Script' *American Educational Research Association*, Chicago, IL, April 2015.

Lawson, Benn, Antony Potter, Frits K. Pil, and Matthias Holweg. 'Organizational responsiveness to supplier disruptions: Empirical evidence from agri-food product recalls' *European Operations Management Association (EurOMA) Conference*, Italy, June 2014

Davies, Jane, Frits K. Pil, and Matthias Holweg. 'Unpacking the Red Queen Dynamic: The case of the Supermarine Spitfire During WWII', *Industry Studies Association Conference*, Portland, OR., May 2014

Pil, Frits K., and Carrie Leana. 'School Reform Policy'. *Labor and Employment Research Association*. Portland, OR. June 2014.

Leana, Carrie and Frits K. Pil. 'Human and Social Capital in Urban Public Schools.' *American Educational Research Association*, Philadelphia, PA, April 2014

Cruz, Kevin, Frits K. Pil, and John Hulland. 'Expanding the Social Capital Ledger: The "Dark Side" of Social Capital Symmetry in Teams.' *Academy of Management Meetings*, Boston, MA, August 2012.

Liang Zhu and Frits K. Pil. 'Organizational Voice Practices, Employee Ownership-related Attitudes, and Employee Perceptions.' *Academy of Management Meetings*, Boston, MA, August 2012

Merieke Stevens, Frits K. Pil, and Matthias Holweg. 'High Performance Supplier Relations: The Role of Trust.' *Academy of Management Meetings*, Montreal, Canada, August 2010.

Cruz, Kevin, and Frits K. Pil. 'Team Characteristics and Individual Stress.' Presented at the *Academy of Management Meetings*, Chicago, IL., August 2009.

Yorio, Patrick, and Frits K. Pil. 'Social Exchange and Safe Work Rules: The Mediating Role of Self-Regulation and Command and Control.' *Academy of Management Meetings*, Chicago, IL., August 2009.

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

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

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

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

MacDuffie, John Paul, Frits K. Pil, and Jaewon Kim. 'Opportunities and Challenges in the



International Assembly Plant Study.' *Academy of Management Meetings*, Atlanta, GA, August 2006.

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

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

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

Kogut, Bruce, John Paul MacDuffie, Frits K. Pil, and Charles Ragin. 'Is there convergence towards high performing practices: A logical analysis of organization dynamics.' *Academy of Management Meetings*, Hawaii, August 2005.

Pil, Frits K., and Carrie Leana, 'Building Social Capital in the Work Place: Multi-level Theory Development and Testing' *Labor and Employment Relations Association Annual Meeting* (Allied Social Sciences), Philadelphia, PA, January 2005.

Leana, Carrie and Frits K. Pil. 'Social Capital and Organizational Performance in Urban Public Schools.' *Academy of Management Meetings*, Seattle, WA – August 2003.

Pil, Frits K., Carrie Leana, and Brenda Ghitulescu. 'A Quasi-Experimental Study of Production Systems. Relational, Learning, and Performance Implications.' *Academy of Management Meetings*, Seattle, WA, August 2003.

Leana, Carrie, and Frits K. Pil. (2003). 'Social Capital – An Integrated Analysis' *Industrial Relations Research Association Annual Meeting*, Washington, DC, January 2003.

Kim, Dong-Bae, Kyungmook Lee, and Frits K. Pil (2002) 'Understanding the use of high-involvement work systems: Institutional and Strategic Influences.' *Academy of Management Meetings*, Denver, CO August 2002.

Pil, Frits K. (2002) 'Perceptions of the employment relationship -- implications for individual outcomes' Annual Meeting of the *Industrial Relations Research Association*, Atlanta, January 2002.

Katz, Harry, Frits K. Pil, and John Paul MacDuffie (2002) 'Current Developments and Future Challenges -- Unionization in the Auto Sector' Annual Meeting of the *Industrial Relations Research Association*, Atlanta, Jan, 2002.

McEvily, Susan, and Frits K. Pil (2001). 'The Effect of Modular Product Design on Speed of Imitation and Innovation.' *Academy of Management Meetings*, Washington, DC, August 2001.

Pil, Frits K., Melvin Smith, and Carrie Leana (2001). 'The Effect of Linking and Communal Forms of Social Capital on Individual Outcomes.' *Annual Meeting of the Industrial Relations Research Association*, New Orleans, January 2001.

Pil, Frits K., and John Paul MacDuffie (2001). 'High Performance Work in a Dynamic Context.' *Annual Meeting of the Industrial Relations Research Association*, New Orleans, January 2001.

Pil, Frits K., and Susan McEvily (2000). 'Modularity and Complexity: Implications for Innovation,

Imitation, and Sustained Competitive Advantage.' *Academy of Management Meetings*, Toronto, August 2000.

Pil, Frits K., Melvin Smith, and Carrie Leana (2000). 'Social Capital: A Network Analysis of the Private and Public Goods Perspective.' *Academy of Management Meetings*, Toronto, August 2000.

Pil, Frits K. and John Paul MacDuffie (2000) 'Diffusion of High Involvement Work – Reduction in High Involvement Workers.' *Annual Meeting of the Industrial Relations Research Association*, New York, January 2000.

Pil, Frits K., and Takahiro Fujimoto (1999) 'Understanding Evolution in Best Practice.' *Academy of Management Meetings*, Chicago, August 1999.

Pil, Frits K. and Takahiro Fujimoto (1999) 'Toyota and Volvo -- The Dynamic Nature of Organizational Models.' *Annual Meeting of the Industrial Relations Research Association*, January 1999.

Pil, Frits K. (1998) 'Japanese production methods revisited -- exploring the adoption, diffusion, and evolution of superior manufacturing systems.' Inaugural Conference of the Center for International Research on the Japanese Economy, Tokyo University, Tokyo. Paper also presented at the Institute for International Economic Studies, Tokyo, Japan, September 1998.

Pil, Frits K, and Carrie Leana. (1997) 'Human Capital Development Through Employer Certification.' U. of Pittsburgh, and Carnegie Mellon Conference on '21<sup>st</sup> Century Employment Practices', Pittsburgh, October, 1997.

Pil, Frits K. (1997) 'Country and company influences on subsidiary work practices.' *Academy of Management Meetings*, Boston MA, August 1997.

Pil, Frits K. (1997). 'National influences on the nature of work' Presented at Carnegie Mellon University, 'Groups and Organizations' Seminar Series, April 1997.

MacDuffie, John Paul and Frits K. Pil (1997). 'Quality and organizational performance', U.C. Berkeley, workshop on 'Integrating Social Science Theory and Research in Quality Improvement.' May 1997.

MacDuffie, John Paul and Frits K. Pil (1996). 'Training in the world auto industry: New evidence from the International Assembly Plant Study.' ILR-Cornell Institute for Labor Market Policies conference, 'New Empirical Research on Employer Training: Who Pays? Who Benefits?' Cornell University, November 1996.

Pil, Frits K. and John Paul MacDuffie, (1996). 'Japanese and local influences: Human resource practices of Japanese transplants in North America.' *Annual Meeting of the Industrial Relations Research Association*, January 1996.

Pil, Frits K. and John Paul MacDuffie, (1996). 'A theoretical approach to understanding the slow diffusion of high-performance human resource practices and bundles,' *Annual Meeting of the Industrial Relations Research Association*, January 1996.

Pil, Frits K. and John Paul MacDuffie (1996). 'Canada at the Cross-Roads: A Comparative Analysis of the Canadian Auto Industry.' Canadian Workplace Research Network Conference (Human Resource Development Canada), Vancouver, October 1996.

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

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

### **Affiliations**

*Academy of Management*

*Labor and Employment Relations Association*

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

*American Educational Research Association*

*Industry Studies Association*

### **Languages**

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