

GEORGE P. BAKER

RESUME

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Address

Harvard Business School
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Current Positions

Herman C. Krannert Professor of Business Administration,
Harvard Business School, 2002-present.

Unit Head: Negotiation, Organizations, and Markets Unit, Harvard Business School, 1998-present.

Co-Chair: HBS Doctoral Programs, 1999-present

Past Positions

MBA Class of 1966 Professor of Business Administration, 1999-2002

Professor of Business Administration, 1996-1999

Associate Professor of Business Administration, Harvard Business School, 1992-1996.

Visiting Associate Professor, Graduate School of Business, University of Chicago,
January-June 1994.

Assistant Professor of Business Administration, Harvard Business School, 1986-1992.

Consultant for Temple, Barker & Sloane. 1982.

Marketing Manager for Teradyne Central, Inc. 1979-1981.

Education

Harvard University, Ph.D. in Business Economics, 1986.

Harvard Business School, MBA with High Distinction, 1984.

Harvard College, A.B. Magna Cum Laude, 1979.

Teaching

Management and Markets: 2000-present. Required doctoral course covering basic material in the theory of organizations, management, and administration.

Coordination, Control and the Management of Organizations: 1987-1991. Second-Year MBA course on organization theory and the design and implementation of organizational systems. Focuses on problems of the allocation of decision rights in organizations, performance measurement systems, and compensation systems.

The Economics of Markets: 1996-present. Required First-Year MBA course on the foundations of economic analysis, market performance, and the effects of market forces on firms and individuals.

First-Year Control: 1986-1988. Required First-Year MBA course on management control systems. Focuses on financial and managerial accounting and the design and implementation of management control systems.

Other Activities

Referee for Professional Journals: *Administrative Sciences Quarterly*; *American Economic Review*; *Business History Review*, *Economic Inquiry*; *Industrial and Labor Relations Review*; *Journal of Accounting and Economics*; *Journal of Economic Behavior and Organizations*; *Journal of Economics and Management Strategy*; *Journal of Finance*; *Journal of Financial Economics*; *Journal of Labor Economics*; *Journal of Law, Economics and Organization*; *Journal of Political Economy*; *Management Science*; *Quarterly Journal of Economics*.

Member, American Economic Association, Nashville, TN.

Publications

Books

The New Financial Capitalists: Kohlberg, Kravis, Roberts and the Creation of Corporate Value, (with George David Smith). Cambridge University Press, 1998.

Professional Articles

“CEO Incentives and Firm Size” (with Brian Hall). *Journal of Labor Economics*, forthcoming.

“Make versus Buy in Trucking: Asset Ownership, Job Design and Information.” (with Thomas Hubbard), *American Economic Review*, Vol. 93, No. 3, June 2003.

“Distortion and Risk in Optimal Incentive Contracts.” *Journal of Human Resources*, Vol 37, No. 4, Fall, 2002.

"Survivorship and the Economic Grim Reaper" (with Robert Kennedy). *Journal of Law, Economics and Organization*, Fall, 2002.

“Relational Contracts and the Theory of the Firm” (with Robert Gibbons and Kevin J. Murphy). *Quarterly Journal of Economics*, CXVII, 1, February, 2002.

“Empirical Strategies in Contract Economics: Information and the Boundary of the Firm.” (with Thomas Hubbard), *American Economic Review*, Vol. 91, No. 2, May, 2001.

“Bringing the Market Inside the Firm?” (with Robert Gibbons and Kevin J. Murphy), *American Economic Review*, Vol. 90, No. 2, May, 2001.

“The Use of Performance Measures in Incentive Contracts.” *American Economic Review*, Vol. 89, No. 2, May, 2000.

“Informal Authority in Organizations,” (with Robert Gibbons and Kevin J. Murphy), *Journal of Law, Economics and Organizations*, Volume 15, No. 1, pp 56-73, 1999.

"Incentives and Cooperation: The Joint Effects of Task and Reward Interdependence on Group Performance" (with Ruth Wageman). *Journal of Organizational Behavior*, 18, March 1997.

“Internal Labor Markets: Too Many Theories, Too Few Facts,” (with Bengt Holmstrom). *American Economic Review*, 85, May 1995.

"The Internal Economics of the Firm: Evidence from Personnel Data," (with Michael Gibbs and Bengt Holmstrom). *Quarterly Journal of Economics*. CIX, November 1994.

"The Wage Policy of a Firm," (with Michael Gibbs and Bengt Holmstrom). Forthcoming, *Quarterly Journal of Economics* CIX, November 1994.

"Subjective Performance Measures in Optimal Incentive Contracts" (with Robert Gibbons and Kevin Murphy). *Quarterly Journal of Economics* CIX, November 1994.

"Hierarchies and Compensation: A Case Study" (with Michael Gibbs and Bengt Holmstrom), *European Economic Review* 37, 1993.

"Beatrice: A Study in the Creation and Destruction of Value," *The Journal of Finance*, Vol XLVII, No. 3, July 1992.

"Incentive Contracts and Performance Measurement," *Journal of Political Economy*, Vol. 100, No. 3, June 1992.

"Lessons from a Middle-Market LBO: The Case of O.M. Scott" (with Karen Wruck), *Journal of Applied Corporate Finance*, Spring 1991.

"Pay for Performance: Causes and Consequences," *Journal of Applied Corporate Finance*, Vol 3, No. 3, Fall 1990.

"Organizational Changes and Value Creation in Leveraged Buyouts: The Case of O.M. Scott & Sons Company" (with Karen H. Wruck), *Journal of Financial Economics*, Vol 25, No. 2, 1989.

"Compensation and Incentives: Practice vs. Theory" (with Michael Jensen and Kevin Murphy), *Journal of Finance*, Vol. XLIII, No. 3, July 1988.

Comments, Reprints, Chapters and Cases

"Leveraged Management Buyouts at KKR: Historical Perspectives on Patient Equity, Debt Discipline, and LBO Governance." (with George Smith) in Rick Lake and Ronald Lake, eds. *Private Equity and Venture Capital*. 2000.

"Organizations and Markets" (with Michael C. Jensen, Carliss Baldwin, and Karen Wruck) in T. McCraw and J. Cruickshank, eds. *The Intellectual Venture Capitalist: John H. MacArthur and the Work of the Harvard Business School, 1980-1995*.

"Cambridge Technology Partners (A)" (with Teresa Amabile and Michael Beer). June, 1995.

"Cambridge Technology Partners (B)" (with Teresa Amabile and Michael Beer). June 1995.

"San Francisco Bay Consulting" (with Karin Monsler). October 1994.

San Francisco Bay Consulting Teaching Note. May 1995.

"Visionary Design Systems" (with Karin Monsler). October 1994.

Visionary Design Systems Teaching Note (with Karin Monsler). April 1995.

"K-III: A Leveraged Buildup" (with Nicola Bamford). November 1994.

"Growth, Corporate Policies and the Investment Opportunity Set," *Journal of Accounting and Economics* 16, 1993.

"Lessons from a Middle-Market LBO: The Case of O.M. Scott" (with Karen H. Wruck). In Donald Chew, ed. *Studies in International Corporate Finance and Governance Systems*. 1997.

"Lessons from a Middle-Market LBO: The Case of O.M. Scott" (with Karen H. Wruck). In Donald Chew, ed. *The New Corporate Finance: Where Theory Meets Practice*. 1993.

"Lessons from a Middle-Market LBO: The Case of O.M. Scott" (with Karen H. Wruck). In Rosabeth Kanter, Barry Stein and Todd Jick, Eds., *The Challenge of Organizational Change*, 1992.

"Organizational Changes and Value Creation in Leveraged Buyouts: The Case of O.M. Scott & Sons Company" (with Karen H. Wruck). In William J. Bruns, Ed., *Performance Measurement, Evaluation and Incentives*, 1992.

"O.M. Scott & Sons (B)" (with Karen Wruck). June 1991.

"Charles River Company" (with Brian Jaffe) and Teaching Note. March 1990.

Discussion of "An Analysis of the Use of Accounting and Market Measures of Performance in Executive Compensation Contracts," *Journal of Accounting Research*, September, 1987.

"RKO Warner Video: Incentive Compensation Plan" (with Sam Shimer) and Teaching Note. June 1989.

Unpublished Papers and Manuscripts

"Volatility, Risk, and Incentives." (with Bjorn Jorgensen). December, 2002.

“Relational Contracts in Strategic Alliances.” (with Robert Gibbons and Kevin Murphy). November, 2001.

“Contractibility and Asset Ownership: On-Board Computers and Governance in US Trucking” (with Thomas Hubbard). NBER Working Paper 7634, April 2000.

“Conglomerates and LBO Associations: A Comparison of Organizational Forms.” (with Cynthia Montgomery). November 1994.

Thesis

"Management Compensation and Divisional Leveraged Buyouts," September 1986.