

Paul Ingram
Kravis Professor of Business
Columbia Business School

June 8, 2026

Office Address:

398 Kravis Hall
Graduate School Business
Columbia University
New York, NY 10027
Pi17@gsb.columbia.edu

Academic Appointments

Columbia University, Graduate School of Business Administration

1/07- Kravis Professor of Business
1/04- Professor of Business
1/00 -12/03 Associate Professor of Business with tenure
6/98-12/00 Associate Professor of Business

Carnegie Mellon University, Graduate School of Industrial Administration,

1/98-6/98 Associate Professor of Industrial Administration, Xerox Research Chair
9/94-12/97 Assistant Professor of Industrial Administration

Visiting Appointments

University of Toronto, Rotman School of Management

7/03-6/04 J.R.S. Prichard and Ann Wilson Visiting Professor of Management

Tel Aviv University, Department of Labor Studies

Spring 1999 Visiting Associate Professor

Education

S.C. Johnson Graduate School of Management, Cornell University, Ithaca, NY

8/90-6/94 Ph.D. in Organizational Behavior.
6/93 M.S. (Management)

Brock University, St. Catharines, Ont., Canada

9/86-8/90 BBA (1st Class Honors & Governor General's Medal) in Accounting

Journal Publications

Ingram, Paul and Yoonjin Choi. forthcoming. "How it Starts is Not How it Ends: The Role of Value Homophily in the Dynamics of Business Friendships." Academy of Management Discoveries.

- Organizational and Management Theory Best Paper Award from the Academy of Management

Ingram, Paul. 2023. "Identity multiplicity and the formation of professional network ties." Academy of Management Journal, 66: 720-743.

Choi, Yoonjin, Paul Ingram and Sang Won Han. 2023. "Cultural Breadth and Embeddedness: The Individual Adoption of Organizational Culture as a Determinant of Creativity." Administrative Science Quarterly, 68: 429-464.

- ASQ Dissertation Award

Banerjee, Mitali, Benjamin Cole and Paul Ingram. 2023. "Distinctive from what? And for whom? Deep learning-based product distinctiveness, social structure, and third-party certifications." Academy of Management Journal, 66: 1016-1041.

Kuwabara, Ko, Soo Min Cho, Jiyin Cao and Paul Ingram. 2023. "Lay theories of instrumental relations: Explaining individual differences in dispositional similarity-attraction." Academy of Management Journal, 66: 667-687.

Ingram, Paul and Jean Oh. 2022. "Mapping the Class Ceiling: The social class disadvantage for attaining management positions." Academy of Management Discoveries. 8: 56-76.

Katic, Ivana and Paul Ingram. 2018. "Income Inequality and Subjective Wellbeing: Towards an Understanding of the Relationship and Its Mechanisms." Business and Society, 57: 1010-1044.

Brian S. Silverman and Paul Ingram. 2017. "Asset Ownership and Incentives in Early Shareholder Capitalism: Liverpool Shipping in the 18th Century." Strategic Management Journal, 38:854-875.

Ingram, Paul and Brian S. Silverman. 2016. "The cultural contingency of structure: Evidence from entry to the slave trade in and around the abolition movement." American Journal of Sociology, 122: 755-797.

- Gould Prize from the American Journal of Sociology
- Collective Behavior and Social Movements Best Paper Award from the American Sociological Association

Zou, Xi, Paul Ingram and E. Tory Higgins. 2015. "Social Networks and Life Satisfaction: The Interplay of Network Density and Regulatory Focus." Motivation and Emotion, 39:693-713.

Yue, Lori, Hayagreeva Rao and Paul Ingram. 2013. "Information Spillovers from Protests Against Corporations: A Tale of Walmart and Target." Administrative Science Quarterly, 58: 669-701.

Zou, Xi and Paul Ingram. 2013. Bonds and Boundaries: Network Structure, Organizational Boundaries, and Job Performance. Organizational Behavior and Human Decision Processes; 120: 98-109.

Alcacer, Juan and Paul Ingram. 2013. "Spanning the Institutional Abyss: The Intergovernmental Network and the Governance of Foreign Direct Investment." American Journal of Sociology; 118: 1055-1098.

Yue, Lori, Jiao Luo and Paul Ingram. 2013. The failure of private regulation: Elite control and market crises in the Manhattan banking industry." Administrative Science Quarterly, 58; 37-68.

Ingram, Paul, Brian Silverman and Hayagreeva Rao. 2012. "History in Strategy Research: What, Why and How?" Advances in Strategic Management, 29: 241-273.

Parichuri, Srikanth and Paul Ingram. 2012. "Appetite for Destruction: The Impact of the September 11 Attacks on Business Founding." Industrial and Corporate Change, 21: 127-149.

Rao, Hayagreeva, Lori Qingyuan Yue, and Paul Ingram. 2011. Laws of Attraction: Regulatory Arbitrage in the Face of Activism in Right-to-work States. American Sociological Review, 76(3): 365-385.

- Honorable Mention in Law and Society Association's 2012 Article Prize

Ingram, Paul and Magnus T. Torfason. 2010. "Organizing the In-Between: The Population Dynamics of Network Weaving Organizations in the Global Interstate Network." Administrative Science Quarterly, 55: 577-605.

Rao, Hayagreeva, Lori Q. Yue, Paul Ingram. 2010. "Activists, categories, and markets: Racial diversity and protests against WalMart store openings in America." Research in the Sociology of Organizations. 31: 235-253.

- Ingram, Paul, Lori Q. Yue, Hayagreeva Rao. 2010. "Trouble in Store: Probes, Protests and Store Openings by Wal-Mart: 1998-2005." American Journal of Sociology, 116: 53-92.
- Torfason, Magnus T. and Paul Ingram, P. 2010. "The Rise of Global Democracy: A Network Account." American Sociological Review, 75:355-377.
- Erev, Ido, Paul Ingram, Ornit Raz and Dror Shany. 2010. Continuous punishment and the potential of gentle rule enforcement. Behavioural Processes, 84: 366-371.
- Chua, Roy Y.J., Michael W. Morris and Paul Ingram. 2010. "Embeddedness and new idea discussion in professional networks: The mediating role of affect based trust." Journal of Creative Behavior, 44: 85-104.
- Ingram, Paul, Jiao Luo and Joseph P. Eshun. 2010. "Institutional rivalry and the entrepreneurial strategy of economic development: Business incubator foundings in three states." Research in the Sociology of Work, 21: 127-155.
- Chua, Roy, Michael Morris and Paul Ingram. 2009. "Guanxi versus Networking: Distinctive Configurations of Affect- and Cognition-based Trust in the Networks of Chinese versus American Managers." Journal of International Business Studies, 40: 490-508.
- Ingram, Paul and Lori Q. Yue. 2008. "Structure, affect and identity as bases of organizational competition and cooperation." Academy of Management Annals, 2: 275-303.
- Ingram, Paul and Xi Zou. 2008. "Business Friendships." Review of Organizational Behavior, 28: 167-184.
- Chua, Roy, Paul Ingram and Michael Morris. 2008. "From the head and the heart: Locating cognition- and affect-based trust in managers' professional networks." Academy of Management Journal, 51: 436-452.
- Ingram, Paul and Michael Morris. 2007. "Do people mix at mixers? Structure, homophily and the pattern of encounter at a business networking party." Administrative Science Quarterly 52: 558-585.
- Ingram, Paul and Arik Lifschitz. 2006. "Kinship in the shadow of the corporation: The interbuilder network in Clyde River shipbuilding, 1711-1990." American Sociological Review, 71: 334-352.
- Ingram, Paul, Jeffrey Robinson and Marc L. Busch. 2005. "The Intergovernmental Network of World Trade: IGO Connectedness, Governance and Embeddedness." American Journal of Sociology, 111: 824-858.
- Ingram, Paul and Hayagreeva Rao. 2004. "Store wars: The enactment and repeal of anti-chain legislation in the United States." American Journal of Sociology, 110: 446-487.
- Simons, Tal and Paul Ingram. 2004. "An Ecology of Ideology: Theory and Evidence from Four Populations." Industrial and Corporate Change, 13: 33-59.
- Simons, Tal and Paul Ingram. 2003. "Enemies of the State: Interdependence between institutional forms and the ecology of the kibbutz, 1910-1997." 44: 592-62, Administrative Science Quarterly.
- Ingram, Paul and Tal Simons. 2002. "The transfer of experience in groups of organizations: Implications for performance and competition." Management Science, 48: 1517-1533
- Ingram, Paul and Peter Roberts. 2000. "Friendships with competitors in the Sydney hotel industry." American Journal of Sociology, 106: 387-423.

Argote, Linda and Paul Ingram. 2000. "Knowledge transfer: the basis of competitive advantage in firms." Organizational Behavior and Human Decision Processes, 82: 150-169.

Reprinted in Annual Editions: Organizational Behavior, 2002-2003. Volume 3. Fred E. Maidment (ed.). Guilford, CT: McGraw Hill/Dushkin.

Reprinted in William Starbuck (ed.), 2007. Organizational Learning and Knowledge Management. Cheltenham, UK: Edward Elgar.

Ingram, Paul and Tal Simons. 2000. "State formation, ideological competition, and the ecology of Israeli workers' cooperatives, 1920-1992." Administrative Science Quarterly, 45: 25-53.

Ingram, Paul and Karen Clay. 2000. "The new institutionalism in the social sciences." Annual Review of Sociology, 26: 525-546.

Argote, Linda, Paul Ingram, John Levine and Richard L. Moreland. 2000. "Knowledge transfer in organizations: Learning from the experience of others." 82: 1-8, Organizational Behavior and Human Decision Processes.

Simons, Tal and Paul Ingram. 2000. "The kibbutz for organizational behavior." Research in Organizational Behavior, 22: 383-423.

Baum, Joel A.C. and Paul Ingram. 1998. "Population-level learning in the Manhattan hotel industry, 1898-1980." 44: 996-1016, Management Science.

Reprinted in William Starbuck (ed.), 2007. Organizational Learning and Knowledge Management. Cheltenham, UK: Edward Elgar.

Simons, Tal and Paul Ingram. 1997. "Organization and ideology: Kibbutzim and hired labor, 1951-1965." 42: 784-813, Administrative Science Quarterly.

Ingram, Paul and Joel A.C. Baum. 1997. "Opportunity and Constraint: Organizations= Learning from the Operating and Competitive Experience of Industries." 18 (summer special edition): 75-98, Strategic Management Journal.

Ingram, Paul and Joel A.C. Baum. 1997. "Chain Affiliation and the Failure of Manhattan Hotels, 1898-1980." 42: 68-102, Administrative Science Quarterly.

Ingram, Paul and Crist Inman. 1996. "Institutions, intergroup rivalry, and the evolution of hotel populations around Niagara Falls." 41: 629-658, Administrative Science Quarterly.

Ingram, Paul. 1996. "Organizational form as a mechanism for generating credible commitment: The evolution of naming strategy in the U.S. hospitality industry." 17 (summer special edition): 85-98, Strategic Management Journal.

Ingram, Paul and Tal Simons. 1995. "Institutional and resource dependence determinants of responsiveness to work family issues." 38: 1466-1482, Academy of Management Journal.

Books

Ingram, Paul. 2026. What do you really stand for? Cambridge: Harvard Business Press.

Ingram, Paul and Brian Silverman (eds.). 2002. The New Institutionalism in Strategic Management. New York: JAI.

Ingram, Paul. 1996. The Rise of Hotel Chains in the United States, 1896-1980. New York: Garland

Press.

Book Chapters

Ingram, Paul, and Bill Duggan. 2016. "Improvisation in Management." In the Oxford Handbook of Critical Improvisational Studies, George E. Lewis and Benjamin Piekut (eds.) pp. 385-395, New York: Oxford University Press.

Yue, Lori Qingyuan and Paul Ingram. 2012. Industry Self-Regulation as a Solution of Reputation Commons: A Case of the Commercial Bank Clearinghouse. Oxford Handbook of Reputation Commons.

Ingram, Paul. 2007. "Institutionalism." In the Encyclopedia of Sociology. New York: Blackwell.

Ingram, Paul. 2005. "Interorganizational Relations." In Nigel Nicholson, Pino Audia and Madan Pillutla (eds.), Encyclopedic Dictionary of Organizational Behavior. Pp. 185-187. New York: Blackwell.

Ingram, Paul and Brian Silverman. June 2002. "Introduction: The New Institutionalism in Strategy." Advances in Strategic Management, 19: 1-32.

Ingram, Paul. 2002. "Interorganizational Learning." In Joel A.C. Baum (ed.), Companion to Organizations 642-663. New York: Blackwell.

Baum, Joel A.C. and Paul Ingram. 2002 "Interorganizational learning and network organizations: Toward a behavioral theory of the 'interfirm'." In Mie Augier and James G. March (eds.), The Economics of Choice, Change, and Organization. Essays in the memory of Richard M. Cyert. Cheltenham UK: Edward Elgar.

Ingram, Paul and Joel A.C. Baum. 2001. "Interorganizational learning and the dynamics of chain relationships." Advances in Strategic Management. 18: 109-140.

Ingram, Paul and Peter Roberts. 1999. "Intraorganizational evolution in the U.S. pharmaceutical industry." In Joel Baum and Bill McElvey (eds.), Variations in Organization Science, 155-168.

Ingram, Paul. 1998. "Changing the rules: Interests, organizations and institutional change in the U.S. hospitality industry." In Mary Brinton and Victor Nee (eds.), The new institutionalism in sociology, 258-276. New York: Russell Sage Foundation.

Nee, Victor and Paul Ingram. 1998. "Embeddedness and beyond: Institutions, exchange and social structure." In Mary Brinton and Victor Nee (eds.), The new institutionalism in sociology, 19-45. New York: Russell Sage Foundation.

Reprinted in: New Developments in Economic Sociology. 2005. Richard Swedberg (ed.). London: Edward Elgar.

Ingram, Paul. 1998. "Entrepreneurial capacity and the growth of chain organizations." Advances in Strategic Management, 15: 19-35.

Editorships of Special Issues of Journals

Argote, Linda, Paul Ingram, John Levine and Dick Moreland. 2000. Special issue of Organizational Behavior and Human Decision Processes on the Psychological Underpinnings of Knowledge Transfer. vol. 82, no. 1.

Proceedings Publications and Other Publications

Ingram, Paul. 2026. "What values do your really stand for?" Harvard Business Review, April 22, 2026.

Ingram, Paul. 2026. "Want to improve your work relationships? Try this." Fast Company, April 20, 2026.

Ingram, Paul. 2026. "Build Professional Friendships that Last." Harvard Business Review, January 12, 2026.

Ingram, Paul. 2025. "Who are you as a leader?" Harvard Business Review, March-April, Pages 92-101.

Kuwabara, Ko, Soo Min Cho, Jiyin Cao and Paul Ingram. 2024 "How to Build a Broader Network within Your Company." Harvard Business Review, (HBR.org, March 6).

- Included in HBR's 10 Must Reads on Managing Yourself, Updated + Expanded, published in 2025.

Ingram, Paul and Yoonjin Choi. 2022. "What Does Your Company Really Stand For?" Harvard Business Review, (cover story) November-December. Pages 40-47.

Ingram, Paul. 2021. "The forgotten dimension of diversity." Harvard Business Review, January-February. Pages 58-67.

Choi, Yoonjin, Sheena Iyengar and Paul Ingram. 2017. The Authenticity Challenge: How a Values-affirmation exercise Can Engender Authentic Leadership. Academy of Management Best Paper Proceedings, 17318; doi:10.5465/AMBPP.2017.

Ingram, Paul. 2009. "Review of 'Logics of Organizational Theory: Audiences, Codes and Ecologies' by Michael Hannan, Glenn Carroll and Laslo Polos. American Journal of Sociology.115: 567-569.

Yue, Lori Qingyuan, Jiao Luo, and Paul Ingram. 2009. The strength of a weak institution: clearing house, Federal Reserve, and the survival of commercial banks in Manhattan. Academy of Management Best Paper Proceedings, Academy of Management Meeting, Chicago.

Ingram, Paul. 2003. "Review of 'Toward a Comparative Institutional Analysis,' by Masahiko Aoki." Contemporary Sociology, 32: 314-315.

Ingram, Paul L. and Crist Inman. 1994. "The pragmatics of cooperation: Rivalry, ribaldry and recourse at Niagara Falls," in D.P. Moore (ed.) Academy of Management Best Paper Proceedings, Academy of Management: Dallas, TX.

Ingram, Paul. Review of Utopia in Zion: The Israeli Experience with Worker Cooperatives by Raymond Russell. Administrative Science Quarterly, 42: 829-830.

Ingram, Paul and Tal Simons. 1999. "The exchange of experience in a moral economy: Thick ties and vicarious learning in kibbutz agriculture." Academy of Management Best Paper Proceedings.

Case Studies

Equity Alliance: Changing the Game in Venture Capital. With Jonathan Smith. Columbia Caseworks #230409

Real Madrid: Alignment on the Field and Off. 2018. With Steven Mandis. Columbia Caseworks #180408

Mira Khan at Z-Mor Pharmaceutical. 2016. With Akansha Arya. Columbia Caseworks #150405A-B

Operation Tomodachi. 2013. Columbia Caseworks, #130401. Written case and an interactive multimedia case.

Goldman Sachs: Challenged by Crises and Pressures. 2013. With Steven Mandis. Columbia Courseworks #140408.

Chocolat Cordon Rouge. 2013. With Daniel Wolfenzon. Columbia Caseworks #140301

The Evolution of Change at the Metropolitan Museum of Art. With Todd Jick. Columbia Caseworks #120402

Competition in the Geo-Mosaic Industry. 2012. With Sheena Iyengar. Columbia Caseworks #120411A-C
Handling Change at Ferguson's Credit Function. 2012. With Bruce Craven. Columbia Caseworks #080411

The Coup. 2012. Columbia Caseworks. #120403A-B

Alignment: How Effective Organizations Really Work. 2011. Columbia Caseworks, #110410

Organizational Change: The DVP > C Formula. 2011. Columbia Caseworks #080412

There Will be Oil. 2011. With Jiao Luo. Columbia Caseworks #110409

Awards and Honors

9/23	Provost's Senior Faculty Teaching Scholar
5/23	Columbia University Presidential Award for Outstanding Teaching
5/23	Cornell University EMBA/MS in Healthcare Leadership Faculty Award (voted by students)
2/23	Commitment to Excellence Award, Global Asia EMBA 2023 Class (voted by students)
2/23	Commitment to Excellence Award, Global EMBA 2023 Class (voted by students)
5/22	Commitment to Excellence Award EMBA 2022 Class (voted by students)
1/21	Commitment to Excellence Award, Global EMBA 2021 Class (voted by students)
5/18	Commitment to Excellence Award, EMBA 2018 Class (voted by students)
8/17	Gould Prize from the American Journal of Sociology
8/17	Collective Behavior and Social Movements Best Paper Award from the American Sociological Association
8/17	Organizational and Management Theory Best Paper Award from the Academy of Management
5/17	Commitment to Excellence Award, EMBA 2017 Class (voted by students)
12/12	Feigenbaum Best Paper Award, Israeli Strategy Conference
9/12	Chosen by graduating EMBA students to deliver "Last Lecture" of their program
5/12	Commitment to Excellence Award, GEMBA Asia Summer 2012 Class (voted by students)
9/11	Commitment to Excellence Award, EMBA Fall 2011 Class (voted by students)
9/11	Chosen by graduating EMBA students to deliver "Last Lecture" of their program
5/11	Commitment to Excellence Award, EMBA Global Asia, 2011 Class (voted by students)
5/11	Graduation Speaker of the 2011 EMBA Global Asia Class (voted by students)
10/10	Graduation Speaker of Fall 2010 EMBA Class (voted by students)
4/10	Graduation Speaker of Spring 2010 EMBA Class (voted by students)

9/07	Dean's Award for Core Course Teaching
1/07	Kravis Chair of Business, Columbia University
11/04	Distinguished Graduate Award, Taro School of Business, Brock University
7/03-6/04	Prichard Chair, University of Toronto
7/99-1/01	David W. Zalaznick Chair, Columbia Business School
9/97	Xerox Research Chair, Graduate School of Industrial Administration
5/91-6/94	Social Science and Humanities Research Council of Canada Doctoral Fellowship.
5/91	Governor General's Academic Medal, Brock University & Government of Canada.

Professional Service

Chair, Parents Council, Oberlin College, 2025-present

Fellow, Center for Economy and Society, Cornell University, 2025-present

Associate Editor, Academy of Management Discoveries, 2017-2020

Faculty Director of the Columbia Advanced Management Program, 2006-2022

Senior Editor for Organization Science, 1/04 – 6/05

Consulting Editor for American Journal of Sociology, 1/2002 – 12/2003

Associate Editor for Management Science (Organization performance, strategy and design area), 11/97 – 6/04

Editorial board of Administrative Science Quarterly, 12/97 – 12/2012

Editorial board of Strategic Organization, 9/01 – 12/08

Chairman, INFORMS College of Organization Science, 2001-2002.

Representative at Large, Organization and Management Theory Division of Academy of Management, 2000-2003.

Fellow of the Institute for Social and Economic Theory and Research, Columbia University

Reviewer for Sociological Forum, American Sociological Review, Strategic Management Journal, Academy of Management Journal, Academy of Management Review, Organizational Science, Research in the Sociology of Organizations, Industrial Relations Journal, National Science Foundation, Qualitative Sociology, Social Forces, Social Sciences and Humanities Research Council of Canada, Bi-National Science Foundation, International Organization, Journal of Conflict Resolution, American Journal of Sociology, Organization Science, Management Science, Administrative Science Quarterly, Sociological Perspectives, Academy of Management Discoveries

Outside Activities

2026: NY Presbyterian Hospital, UJA

2025: Memorial Sloan Kettering, NY Presbyterian Hospital, Metro Group, EveryPay, UJA, Federation of Jewish Camps, Private Equity Firm (CA), Palm Bay International, DCAT, Insurance Company (CA), Center for Curatorial Leadership

2024: Consulting Firm (CA), Global Bank (CA), Memorial Sloan Kettering, NY Presbyterian Hospital, Metro Group, ESnet

2023: Logistics Company (CA), Consulting Firm (CA), Global Bank (CA), Veterinary Company (CA), Memorial Sloan Kettering, NY Presbyterian Hospital, Pharmaceutical Company (CA), Metro Group,

Cornell University, Consulting Company (CA), Hearst Industries, Center for Curatorial Leadership, ESnet, Northwell, Dominion Voting Systems, Ovative

2022: Independent School (CA), Liberal Arts College (CA), Non-profit group (CA), Brooklyn Legal Services Company, NSI, Engineering Company (NSI), Memorial Sloan Kettering, NY Presbyterian Hospital, Global Fashion House (CA), Women's Development Organization (CA), Global Law Firm (CA), Media Company (CA), Tech Company (CA), Investment Manager (CA), Susman Godfrey LLC, Northwell, Veterinary Company (CA)

2021: Memorial Sloan Kettering, NY Presbyterian Hospital, Northwell Hospital System, Lottery Company (CA), Center for Curatorial Leadership, Credit Suisse, Non-profit group (CA), Women's Development Organization (CA), Columbia University Ophthalmology Department, Engineering Company (CA), Liberal Arts College (CA), Independent School (CA), Museum (CA), Healthcare Consultancy (CA)