

# SAEROM (RONNIE) LEE

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## ACADEMIC POSITION

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### UNIVERSITY OF PENNSYLVANIA

- Assistant Professor of Management, The Wharton School (2021–Present)
- Lecturer, The Wharton School (2020–2021)

## EDUCATION

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### UNIVERSITY OF MICHIGAN (U-M)

- PhD in Strategy, Stephen M. Ross School of Business
- Certificate of Graduate Studies in Complex Systems

### SEOUL NATIONAL UNIVERSITY (SNU)

- MS in Strategy and International Management, Graduate School of Business
- BA in Management & BA in Economics (*Summa Cum Laude*)

### CITY UNIVERSITY OF LONDON

- Exchange Student, Bayes Business School

## RESEARCH

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### PUBLICATIONS IN REFEREED JOURNALS

- [1] **Lee, S.**,<sup>†</sup> and Kim, J. D.<sup>†</sup> 2024. When Do Startups Scale? Large-scale Evidence from Job Postings. *Strategic Management Journal*, 45(9) 1633–1669. [[Link](#)]
  - Media Coverage: Knowledge at Wharton, Harvard Business Review, AngelList, SMS Explorer, EurekAlert, U.S. Chamber of Commerce
- [2] Hurst, R.,<sup>†</sup> **Lee, S.**,<sup>†</sup> and Frake, J.<sup>†</sup> 2024. The Effect of Flatter Hierarchy on Applicant Pool Gender Diversity: Evidence from Experiments. *Strategic Management Journal*, 45(8) 1446–1484. [[Link](#)]
  - Awards
    - Strategy Science Conference Best Paper Award (2022)
    - Academy of Management OMT Division Best Paper Award (2022)
    - Strategic Management Society Conference Strategic Human Capital Interest Group Best Paper Award (2022)
    - Finalist, Strategic Management Society Conference Responsible Research Paper Prize (2022)
  - Media Coverage: Knowledge at Wharton, Wharton Magazine, Inc., The Wall Street Journal, The Loop, Maryland Smith Research, Michigan News

*Note.* † denotes equal authorship.

- Interview: Academy of Management OMT Division Best Paper Award Interview
- [3] **Lee, S.** 2022. The Myth of the Flat Start-up: Reconsidering the Organizational Structure of Start-ups. *Strategic Management Journal*, 43(1) 58–92. [[Link](#)]
- Awards
  - Winner, INFORMS/Organization Science Dissertation Proposal Competition (2019)
  - Strategic Management Society Conference Best PhD Paper Award (2019)
  - Runner-up, Industry Studies Association Dissertation Award (2021)
  - Finalist, Academy of Management TIM Division Dissertation Award (2022)
  - Strategic Management Journal’s Top Downloaded Articles of 2021 (2023)
- Media Coverage: Knowledge at Wharton, Harvard Business Review, The Wall Street Journal, The New York Times, Fortune, World Economic Forum, Fast Company, Deloitte Insights, The Loop, Ventureburn, TechTarget, Idea to Value, Digital Tonto, How Money Works
- [4] **Lee, S.**, and Csaszar, F. A. 2020. Cognitive and Structural Antecedents of Innovation: A Large-Sample Study. *Strategy Science*, 5(2) 71–97. [[Link](#)]
- Award: Michigan Ross Emeritus Award for the Best Second-year Paper (2017)

#### WORKS IN PROGRESS

- [5] Kim, J. D.,<sup>†</sup> and **Lee, S.**<sup>†</sup> Target Startup’s Organizational Structure and Acquirer’s Integration-Separation Decision.
- [6] Choi, J.,<sup>†</sup> and **Lee, S.**<sup>†</sup> Revisiting a Forgotten Pillar of Organizational Design: Span of Control Under Attentional and Evaluative Constraints. [[Link](#)]
- [7] **Lee, S.**,<sup>†</sup> and Hurst, R.<sup>†</sup> When Autonomy Backfires: Adverse Selection in Startup Recruitment. [[Link](#)]
- [8] Hurst, R.,<sup>†</sup> and **Lee, S.**<sup>†</sup> Sociopolitical Stance-taking and Labor Market Sorting: Evidence from Experiments. [[Link](#)]
- [9] **Lee, S.**,<sup>†</sup> and Glennon, B.<sup>†</sup> The Effect of Immigration Policy on Founding Location Choice: Evidence from Canada’s Start-up Visa Program. [[Link](#)]
- Media Coverage: The Economist, Forbes, Canada Immigration News, NBER Bulletin on Entrepreneurship

#### NON-PEER REVIEWED ARTICLES

- Kim, J. D.,<sup>†</sup> and **Lee, S.**<sup>†</sup> 2024. Research: When Should Startups Scale? *Harvard Business Review* (Online). [[Link](#)]
- Hurst, R.,<sup>†</sup> **Lee, S.**,<sup>†</sup> and Frake, J.<sup>†</sup> 2024. Research: Flat Hierarchies Can Discourage Women Applicants. *Harvard Business Review* (Online). [[Link](#)]

#### BOOK CHAPTERS

- Song, J., and **Lee, S.** 2013. STX Offshore and Shipbuilding Co.: Cross-border M&A of Aker Yards. *SNU Business Case Series* (35). Woodumji: Seoul, KR.
- Song, J., and **Lee, S.** 2013. Samsung Electronics: Innovation and Growth Strategy in Semiconductor Division. *SNU Business Case Series* (32). Woodumji: Seoul, KR.
- Song, J., and **Lee, S.** 2013. Hyundai Motor, Driving Global. *SNU Business Case Series* (29). Woodumji: Seoul, KR.

## PRESENTATIONS

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### PAPER

- When Autonomy Backfires: Adverse Selection in Startup Recruitment.
  - 2026: UNLV Troesh Research Conference
  - 2025: KAIST, UC Irvine, Duke Fuqua Junior Strategy Conference, Junior Faculty Organizational Theory Conference
- Revisiting a Forgotten Pillar of Organizational Design: Span of Control Under Attentional and Evaluative Constraints.
  - 2025: Decentralization in Organizations Conference
  - 2024: Strategic Management Society, Academy of Management
- Target Startup’s Organizational Structure and Acquirer’s Integration-Separation Decision.
  - 2025: Academy of Management, Temple University
  - 2024: Strategic Management Society, Academy of Management, Strategy Science Conference
  - 2022: INFORMS/Organization Science Dissertation Proposal Pre-competition Workshop
- Sociopolitical Stance-taking and Labor Market Sorting: Evidence from Experiments.
  - 2025: Academy of Management, Strategy Science Conference
  - 2024: INFORMS/Organization Science Dissertation Proposal Pre-competition Workshop
- The Effect of Immigration Policy on Founding Location Choice: Evidence from Canada’s Start-up Visa Program.
  - 2024: Academy of International Business
- When Do Startups Scale? Large-scale Evidence from Job Postings.
  - 2023: Academy of Management, Maryland Smith Entrepreneurship Research Conference
  - 2022: Industry Studies Association Conference, INSEAD Doriot Entrepreneurship Conference, LBS Sumantra Ghoshal Strategy Conference
  - 2021: Wharton People and Organizations Conference
- The Effect of Flatter Hierarchy on Applicant Pool Gender Diversity: Evidence from Experiments.
  - 2023: INFORMS/Organization Science Dissertation Proposal Pre-competition Workshop, Academy of Management, Decentralization in Organizations Conference, Temple University
  - 2022: Strategy Science Conference, Yonsei University, Utah/BYU Winter Strategy Conference
  - 2021: Consortium on Competitiveness and Cooperation Conference Entrepreneurship and Innovation Brownbag Series
- The Myth of the Flat Start-up: Reconsidering the Organizational Structure of Start-ups.
  - 2020: Seoul National University

*Note.* Presentations by co-authors or in internal seminars are not listed.

- 2019: Simon Fraser University, UT Austin, University College London, University of Illinois Urbana-Champaign, The Wharton School, Strategic Management Society, INFORMS/Organization Science Dissertation Proposal Competition, Michigan Ross Business Economics & Public Policy, Academy of Management, Consortium on Competitiveness and Cooperation Conference, LBS Trans-Atlantic Doctoral Conference, Columbia/NYU East Coast Doctoral Conference
- Cognitive and Structural Antecedents of Innovation: A Large-Sample Study.
  - 2019: Academy of Management

## OTHER

- Dartmouth Junior Faculty Strategy Research Summer Camp (2024)
- West Coast Research Symposium Doctoral Consortium Track 2 (2019)
- Academy of Management STR Dissertation Consortium (2019)
- Strategic Management Society Doctoral Workshop (2018)
- West Coast Research Symposium Doctoral Consortium Track 1 (2018)
- Academy of Management STR Doctoral Consortium (2018)
- Strategy Science Conference Doctoral Workshop (2018)

## TEACHING

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### MGMT 9260: Seminar in Strategy and Organization Design

- Wharton PhD Elective (Spring 2022, 2024, 2026)

### MGMT 6120: Managing the Emerging Enterprise

- Wharton MBA Core - Strategy Module (Fall/Spring 2022–Present)

### MGMT 2230: Business Strategy

- Wharton Undergraduate Elective (Fall 2020–2022, 2025)
- Awards: Wharton Undergraduate Program Teaching Excellence Award (2021, 2022, 2023)

### STRAT 290: Business Strategy

- Michigan Ross BBA Core (Winter 2017)
- Award: Michigan Ross T. W. Leabo Memorial Award for Teaching Excellence (2018)

## HONORS

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### AWARDS

- Wharton Undergraduate Program Teaching Excellence Award (2023)
- Strategic Management Journal's Top Downloaded Articles of 2021 (2023)
- Strategic Management Society Conference Strategic Human Capital Interest Group Best Paper Award (2022)
- Finalist, Strategic Management Society Conference Responsible Research Paper Prize (2022)
- Wharton Undergraduate Program Teaching Excellence Award (2022)
- Academy of Management OMT Division Best Paper Award (2022)
- Finalist, Academy of Management TIM Division Dissertation Award (2022)
- Strategy Science Conference Best Paper Award (2022)

- Wharton Undergraduate Program Teaching Excellence Award (2021)
- Runner-up, Industry Studies Association Dissertation Award (2021)
- Strategic Management Society Conference Best PhD Paper Award (2019)
- Winner, INFORMS/Organization Science Dissertation Proposal Competition (2019)
- Michigan Ross E. G. Flamholtz Award for Academic Excellence (2019)
- Michigan Ross T. W. Leabo Memorial Award for Teaching Excellence (2018)
- Michigan Ross W. A. Spivey/Valerie and W. Hall Award for Academic and Research Excellence (2018)
- Michigan Ross Emeritus Award for the Best Second-year Paper (2017)
- Michigan Ross Early PhD Candidacy Award (2016)

## GRANTS

- Wharton Behavioral Lab Research Grant (2024)
- Wharton Environmental, Social and Governance (ESG) Initiative Research Fund (2023)
- Analytics at Wharton Data Science and Business Analytics Fund (2023)
- Wharton Center for Human Resources Fellowship (2022)
- Wharton Mack Institute Research Fellowship (2022)
- Analytics at Wharton Data Science and Business Analytics Fund (2022)
- Wharton Behavioral Lab Research Grant (2021)
- Wharton Dean's Research Fund (2021)
- Analytics at Wharton Data Science and Business Analytics Fund (2020)
- U-M Rackham Graduate Student Research Grant (2020)
- Michigan Ross Doctoral Studies Research Grant (2020)
- U-M Rackham Graduate Student Pre-candidacy Research Grant (2016)
- Korea Foundation for International Culture Exchange Research Grant (2013)
- Korea Student Aid Foundation Humanities and Social Sciences Research Grant (2013)
- Brain Korea 21 Research Grant (2012)

## SCHOLARSHIPS

- Michigan Ross Doctoral Studies Fellowship (2014–2020)
- Kwan-Jeong Educational Foundation Doctoral Scholarship (2014–2019)
- Michigan Ross Regent Fellowship (2014)

## SERVICE

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### EDITORIAL REVIEW BOARD

- *Organization Science* (2022–Present)
- *Strategy Science* (2024–Present)
- *Journal of Organization Design* (2024–Present)
- *Seoul Journal of Business* (2024–Present)

## AD-HOC REFEREE

- Journal: *Administrative Science Quarterly*, *California Management Review*, *Journal of Organization Design*, *Management Science*, *Organization Science*, *Strategic Entrepreneurship Journal*, *Strategic Management Journal*, *Strategy Science*
- Conference: Academy of International Business (AIB), Academy of Management (AoM), Strategic Management Society (SMS)

## CONFERENCE

- Panelist/Presenter
  - AoM PDW “Entrepreneurial Scaling: Strategic and Organizational Perspectives” (2025)
  - AoM Symposium “Hiring and Managing Talent in Changing Labor Markets” (2025)
  - AoM Symposium “Navigating Signaling in Labor Markets: Exploring Ideology, Identity, and Self-Presentation” (2025)
  - AoM Symposium “Evolving Dynamics of Acquisitions: New Perspectives on Integration, Selection, and Competition” (2025)
  - AoM PDW “New Data and Methods In Strategic Management Research” (2024)
  - AoM Symposium “Expanding Who Benefits From Entrepreneurship and Technology” (2023)
  - AoM Symposium “Experimentation, Pivoting, and Performance in Early-Stage Ventures” (2023)
- Organizer
  - AoM PDW “Publishing Organizational Structure and Design Papers: An Editor and Author Perspective” (2025)
  - AoM Symposium “Modeling Firm Growth and Organizational Design” (2024)
  - AoM Symposium “Psychological Design of Organizations” (2024)
  - AoM PDW “Publishing Organization Design Papers: An Editor and Author Perspective” (2024)
  - AoM PDW “Venture Scaling: A Human Capital Perspective” (2024)
  - AoM PDW “Publishing Organization Design Papers: An Editor and Author Perspective” (2023)
  - INFORMS/Organization Science Dissertation Proposal Competition (2022)
  - AoM PDW “Organizational Scaling: New Research Frontiers” (2022)
  - Consortium on Competitiveness and Cooperation Conference Entrepreneurship Brownbag Series (2021)
  - AoM PDW “Organization Design: From Finding Ideas to Publishing Papers” (2020)
  - AoM Showcase Symposium “Artificial Intelligence and the Next Frontier of Organizational Modeling” (2019)
  - AoM PDW “Organization Design: Established and Novel Methods to Provide New Insights to a Classic Problem” (2019)
  - AoM Showcase Symposium “Organizational Structure and Innovation: Charting the Way Forward” (2018)
- Facilitator

- AoM PDW “Big Data Research with Minimal Programming Background” (2016)
- Judge
  - INFORMS/Organization Science Dissertation Proposal Competition (2025, 2026)
- Committee
  - INFORMS/Organization Science Dissertation Proposal Competition (2023–2025)
  - Industry Studies Association Conference Dissertation Award (2023)
  - AoM TIM Division Best Dissertation Award (2023)

## SCHOOL

- Academic Advising
  - Daniel Schliesmann (Wharton PhD Dissertation Committee Member; Present)
  - Raymond Tang (Wharton MBA Independent Study Project Advisor; Spring 2026)
  - Andrew Sherlock (Wharton MBA Independent Study Project Advisor; Spring 2026)
  - Garrett Shouse (Wharton MBA Independent Study Project Advisor; Spring 2026)
  - Alyssa Uy (Wharton MBA Independent Study Project Advisor; Fall 2025)
  - Shraddha Nayak (Wharton MBA Independent Study Project Advisor; Spring 2025)
  - Martha Julia (Julie) Espinal Aleman (Wharton Huntsman Program Senior Thesis Advisor; 2024)
  - Michael Sun (Wharton Social Impact Research Experience Advisor; 2023)
  - Andres Garrido Soler (Wharton Undergraduate Thesis Advisor; 2022)
- Committee
  - Wharton Management Department Doctoral Committee (2025)
  - Wharton Management Department Seminar Committee (2023)
- Affiliation
  - Wharton Mack Institute for Innovation Management (2024–Present)
  - Wharton AI & Analytics Initiative (2021–Present)

## OTHER

- Faculty Advisor, Summit@Wharton (2024, 2025)
- Panelist/Guest Speaker
  - Korea-Penn Engineers & Scientists Association (2024)
  - Wharton Korea Undergraduate Business Society (2021)
  - U-M ELI 601: Speaking in Research Contexts (2020, 2021)
- President, Michigan Ross PhD Forum (2018)
- Instructor, U-M Interdisciplinary Committee on Organizational Studies (ICOS) Big Data Camp (2017, 2018)

## OTHER INFORMATION

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- Computational Skills: C/C++, Julia, LaTeX, Matlab, Python, R, SQL
- Military Service: Korean Augmentation to the United States Army (KATUSA) Sergeant, 1<sup>st</sup> Battalion, 15<sup>th</sup> Field Artillery Regiment, 1<sup>st</sup> Brigade, 2<sup>nd</sup> Infantry Division

[*Last updated: February 4, 2026*]