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ACADEMIC POSITION

UNIVERSITY OF PENNSYLVANIA

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

EDUCATION

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

PUBLICATIONS IN REFEREED JOURNALS

- [1] **Lee, S.**,[†] and Kim, J. D.[†] 2024. When Do Startups Scale? Large-scale Evidence from Job Postings. *Strategic Management Journal*, 45(9) 1633–1669. [[Link](#)]
- Honors
 - Strategic Management Journal’s Top 10 Most Cited Articles Published in 2024 (2026)
 - Strategic Management Journal’s Top 10% Most Viewed Articles Published in 2024 (2026)
 - Media Coverage: Knowledge at Wharton, Harvard Business Review, AngelList, SMS Explorer, EurekAlert, U.S. Chamber of Commerce
- [2] Hurst, R.,[†] **Lee, S.**,[†] and Frake, J.[†] 2024. The Effect of Flatter Hierarchy on Applicant Pool Gender Diversity: Evidence from Experiments. *Strategic Management Journal*, 45(8) 1446–1484. [[Link](#)]
- Honors
 - Strategy Science Conference Best Paper Award (2022)
 - Academy of Management OMT Division Best Paper Award (2022)

Note. [†] denotes equal authorship.

- 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
 - 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](#)]
- Honors
 - 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 10 Most Downloaded Articles Published in 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](#)]
- Honor: Michigan Ross Emeritus Award for the Best Second-year Paper (2017)

WORKS IN PROGRESS

- [5] **Lee, S.**,[†] and Hurst, R.[†] When Autonomy Backfires: Adverse Selection in Startup Recruitment. [[Link](#)]
- Stage: 2nd Round R&R at *Management Science*
- [6] Hurst, R.,[†] and **Lee, S.**[†] Sociopolitical Stance-taking and Labor Market Sorting: Evidence from Experiments. [[Link](#)]
- Stage: Submitted for 2nd Round R&R at *Strategic Management Journal*
- [7] Kim, J. D.,[†] and **Lee, S.**[†] Target Startup’s Organizational Structure and Acquirer’s Integration-Separation Decision.
- Stage: 1st Round R&R at *Strategic Management Journal*
- [8] **Lee, S.**,[†] and Glennon, B.[†] The Effect of Immigration Policy on Founding Location Choice: Evidence from Canada’s Start-up Visa Program. [[Link](#)]
- Stage: 1st Round R&R at *Organization Science*
 - Media Coverage: The Economist, Forbes, Canada Immigration News, NBER Bulletin on Entrepreneurship
- [9] Choi, J.,[†] and **Lee, S.**[†] Revisiting a Forgotten Pillar of Organizational Design: Span of Control Under Attentional and Evaluative Constraints. [[Link](#)]
- Stage: Preparing for submission

[10] **Lee, S.** The Scaling Playbook: How and When Startups Build Their Organizations.

- Stage: Preparing for submission

NON-PEER REVIEWED ARTICLES

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

TEACHING CASES AND BOOK CHAPTERS

- **Lee, S.** 2025. Prose: Personalizing Beauty at Scale.
- **Lee, S.** 2025. Liquid Death: Murdering Thirst or Drowning in Competition?
- 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

PAPER

- The Scaling Playbook: How and When Startups Build Their Organizations.
 - 2026: Dartmouth Junior Faculty Strategy Research Summer Camp
- When Autonomy Backfires: Adverse Selection in Startup Recruitment.
 - 2026: Wharton People and Organizations Conference (Scheduled), Academy of Management, LBS Sumantra Ghoshal Strategy Conference, European Scaleup Institute (ESI) Annual Conference on Scaling and Scaleups, Carnegie School of Organizational Learning, UCLA Price Center Winter Conference in Entrepreneurship and Innovation Research, 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.

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

- 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
 - 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, 2026)
- 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

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)
- Award: Wharton MBA Teaching Excellence Award (2026)

MGMT 2230: Business Strategy

- Wharton Undergraduate Elective (Fall 2020–2022, 2025)
- Awards: Wharton Undergraduate Program Teaching Excellence Award (2021, 2022, 2023, 2026)

STRAT 290: Business Strategy

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

HONORS

AWARDS

- Wharton MBA Teaching Excellence Award (2026)
- Wharton Undergraduate Program Teaching Excellence Award (2026)
- Strategic Management Journal's Top 10 Most Cited Articles Published in 2024 (2026)
- Strategic Management Journal's Top 10% Most Viewed Articles Published in 2024 (2026)
- Wharton Undergraduate Program Teaching Excellence Award (2023)
- Strategic Management Journal's Top 10 Most Downloaded Articles Published in 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 (2025)
- 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

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*, *Proceedings of the National Academy of Sciences*, *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 Symposium “One-person Unicorns? Learning from the Past to Chart the Future of Startup Organizational Design” (2026)

- AoM Symposium “Hierarchy and Decentralization: Reconciling Control and Autonomy in Modern Organizations” (2026)
- 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 “Research on Joiners and Startup Employment: Taking Stock and Identifying New Frontiers” (2026)
 - 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

- PhD Student Advising
 - Daniel Schliesmann (Dissertation Committee Member; 2026)
- MBA Student Advising
 - Austin Lessin (Independent Study Project Advisor; Fall 2026)
 - Zahra Husain (Independent Study Project Advisor; Fall 2026)
 - Raymond Tang (Independent Study Project Advisor; Spring 2026)
 - Andrew Sherlock (Independent Study Project Advisor; Spring 2026)
 - Garrett Shouse (Independent Study Project Advisor; Spring 2026)
 - Alyssa Uy (Independent Study Project Advisor; Fall 2025)
 - Shraddha Nayak (Independent Study Project Advisor; Spring 2025)
- Undergraduate Student Advising
 - Martha Julia (Julie) Espinal Aleman (Huntsman Program Thesis Advisor; 2024)
 - Michael Sun (Social Impact Research Experience Advisor; 2023)
 - Andres Garrido Soler (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
 - CMU 47-898: Seminar in Entrepreneurial Strategy (2026)
 - 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, 1st Battalion, 15th Field Artillery Regiment, 1st Brigade, 2nd Infantry Division

[Last updated: September 13, 2026]