

Christopher Davis McKenna

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Saïd Business School
& History Faculty
University of Oxford
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EMPLOYMENT

2000 onward University Reader in Business History & Strategy, Saïd Business School, Oxford
Fellow and Tutor, Brasenose College, Oxford

Autumn 2002 Visiting Associate Professor of Strategy, University of Toulouse

1997 – 1999 Lecturer, Management Department, The Wharton School, University of Pennsylvania

EDUCATION

2000 Ph.D., Business History, The Johns Hopkins University

Dissertation: The World's Newest Profession: Management Consulting in the 20th Century

1993 M.A., History, The Johns Hopkins University

1991 M.A., History of Technology, University of Delaware

1987 B.A., *Cum Laude*, Economics, Amherst College

FELLOWSHIPS, GRANTS, AND AWARDS

British Academy Research Award, "The Future of the Corporation," London, 2018

Andrew W. Mellon Faculty Teaching Fellowship, Ashmolean Museum, University of Oxford, 2017

Harold F. Williamson Prize, Mid-Career Scholar Award, The Business History Conference, 2016

John Fell OUP Research Fund, Award for Conference on Anonymous Sources, Oxford, 2015

MBA Teaching Innovation Fund, Business History Case Study Series, Saïd Business School, 2014

Teaching Excellence Award, Social Sciences Division, University of Oxford, 2013

Thomas K. McCraw Fellowship in U.S. Business History, Harvard Business School, 2011-2012

Visiting Faculty Fellow, Georgetown University Law Centre, Washington, DC, 2007-2008

Hulme University Fund Grant for "Partners in Crime", University of Oxford, 2007

Elected a Fellow of the Royal Historical Society, London, 2007

The 2003-2006 Harvard-Newcomen Book Award in Business History, *Business History Review*, 2007

The Hagley Prize for the Best Book in Business History, The Business History Conference, 2007

Awarded "Best Book of 2006" by *The Financial Times* and *Strategy+Business*, 2006

Nominated by Oxford University as its "Rising Star," National Teaching Fellowship Award, 2005

University Fellow, James Martin Institute for Science & Civilisation, University of Oxford, 2004

Best Paper Prize, "Professions in Travail" Track, European Academy of Management, 2004

Herman E. Krooss Dissertation Prize, The Business History Conference, 2001

Travel Grant, Fulbright Commission of Rome, 1998

Outstanding Student Paper, Management Consulting Division, Academy of Management, 1998

Dissertation Fellowship in Business and American Culture, Newcomen Society of the U.S., 1998

John D. Rockefeller Fellow, Program on Non-Profit Organizations (PONPO), Yale University, 1997

Tuition Fellowship, Program on Political Thought, The Johns Hopkins University, 1997

Best Student Paper, Management History Division, Academy of Management, 1997
 Rovensky Dissertation Fellowship in Business and Economic History, University of Illinois, 1996
 Andrew Mellon Travel Grant, Virginia Historical Society, 1996
 Travel Grants, Herbert Hoover & Harry S. Truman Presidential Libraries, 1996
 Dean's Teaching Fellowship, The Johns Hopkins University, 1996
 Alfred D. Chandler, Jr. Travel Fellowship, Harvard Business School, 1995
 Forris Jewett Moore Fellowship in History, Amherst College, 1995
 Grant-In-Aid, Center for the History of Business, Technology, and Society, Hagley Museum, 1995
 History Department Full Fellowship, The Johns Hopkins University, 1991-1995
 History Department Full Fellowship, University of Delaware, 1990

PUBLICATIONS

- The World's Newest Profession: Management Consulting in the Twentieth Century*, Cambridge University Press, 2006.
- James Hollis and Christopher McKenna, "The Emergence of the Offshore Economy, 1914-1939," in Kenneth Lipartito & Lisa Jacobson (co-editors), *Hidden Capitalism: Beyond, Below, and Outside the Visible Market* (University of Pennsylvania Press, Forthcoming, 2019).
- Leonardo Davoudi, Christopher McKenna, and Rowena Olegario, "The Historical Role of the Corporation in Society," *Journal of the British Academy*, (November, 2018).
- "Introduction: From Management Consultant to Psychological Counsel," *Business History Review*, Vol. 90, No. 4, (Winter 2017), pp. 691-694.
- "Regulatory Agencies," in Craig E. Carroll, ed., *The SAGE Encyclopedia of Corporate Reputation*, SAGE Publishing, 2016.
- Rowena Olegario and Christopher McKenna, (editors), "Corporate Reputation in Historical Perspective," *Business History Review*, Vol. 87, Issue 4 (Winter 2013).
- "Strategy Followed Structure: Management Consulting and the Creation of a Market for 'Strategy,' 1950-2000," *Advances in Strategic Management*, Vol. 29 (2012), 153-186.
- McKenna, Christopher & Rowena Olegario, "Corporate Reputation and Regulation in Historical Perspective," in *The Oxford Handbook of Corporate Reputation* (edited by Michael L. Barnett and Timothy G. Pollock), Oxford University Press, 2012.
- Mary O'Sullivan, Margaret B. W. Graham and Christopher McKenna (editors), "Business History and the Study of Management." *Journal of Management Studies*, Vol 47, Issue 5 (July 2010).
- "Mementos: Looking Backwards at the Honda Motorcycle Case, 2003-1973," in Sally H. Clarke, Naomi R. Lamoreaux, and Steven Usselman, (eds.), *The Challenge of Remaining Innovative: Insights from Twentieth-Century American Business* (Palo Alto: Stanford University Press, 2009), 219-242.
- "Give Professionalization a Chance! Why Management Consulting May Yet Become a Full Profession," in Daniel Muzio, Stephen Ackroyd, and Jean-Francois Chanlat (eds.), *Redirections in the Study of Expert Labour* (Palgrave Macmillan, 2008), 204-216.
- "The Professional Firm as an Intellectual Product" ("Lo Studio Professionale come Prodotto Intellettuale") in *La Vita Intellettuale Professioni, Arti, Impresa in Italia e nel Pianeta* (Bologna, Proctor Edizioni, 2007).
- "Writing the Ghost Writer Back In: Alfred Sloan, Alfred Chandler, John McDonald and the Intellectual Origins of Corporate Strategy," *Management and Organizational History* (May 2006), 107-126.

- “Books that Made a Difference: Andrew Abbott’s *The System of Professions*,” *The Business History Review* (Spring 2006).
- Book review of Elizabeth Haas Edersheim, *McKinsey’s Marvin Bower: Vision, Leadership, and the Creation of Management Consulting*, in *The Business History Review* (Winter 2006).
- “Why Every American University has a ‘Dean of Students’: The Role of Management Consultants and the Carnegie Foundation in the Standardization of American Universities,” in Giuliana Gemelli, ed., *University Foundations: Historical Roots and Institutional Configurations* (Bologna, Baskerville Press, 2005), 43-68.
- “Management Consulting,” in James Grossman, Ann Keating, and Jan Reiff, eds., *The Encyclopedia of Chicago History* (Chicago, University of Chicago Press, 2004).
- Book review of Matthias Kipping and Lars Engwall, eds., *Management Consulting: Emergence and Dynamics of a Knowledge Industry*, in *Business History*, Vol. 46, No. 1 (January 2004): 147-148.
- “Message and Medium: The Role of Consulting Firms in Globalization and its Local Interpretation,” (with Marie-Laure Djelic and Antti Ainamo) in Marie-Laure Djelic and Sigrid Quack (eds.), *Globalization and Institutions: Redefining the Rules of the Economic Game* (Edward Elgar, 2003) 83-107.
- “The World’s Newest Profession: Management Consulting in the Twentieth Century,” *Enterprise & Society*, Vol. 2, No. 4 (December 2001): 673-679.
- “Two Strikes and You’re Out: The Demise of the *New York Herald Tribune*,” *The Historian*, Vol., 63, No. 2 (Winter 2001): 287-308.
- Book review of Lars Engwall and Vera Zamagni, eds., *Management Education in Historical Perspective* and Terry Gourvish and Nick Tiratsoo, eds., *Missionaries and Managers: American Influences on European Management Education*, *Enterprise and Society* (Winter 2000).
- “‘Le Défi Américain:’ McKinsey & Company’s Role in the Transfer of Decentralization to Europe, 1957-1975,” (translated into Italian) in *Nuova Civiltà delle Macchine* (Spring 1999). Reprinted in *Academy of Management Best Paper Proceedings* (1997), 226-231.
- “‘Better Living Through Chemistry?’ Industrial Accidents and Masculinity at DuPont, 1890-1930,” *Entreprises et Histoire*, Number 17 (December 1997): 9-21.
- “Agents of Adhocracy: Management Consultants and the Reorganization of the Executive Branch, 1947-1949,” *Business and Economic History*, Volume 25, Number 1 (Fall 1996): 101-111.
- “Finding Profit in Nonprofits: The Influence of Management Consultants on the Third Sector,” *Program on Non-Profit Organizations Working Paper #235*, Yale University (November 1996).
- “The Origins of Modern Management Consulting,” *Business and Economic History*, Volume 24, Number 1 (Fall 1995): 51-58.

CONFERENCE PAPERS AND PRESENTATIONS

- “Limited Liability in Historical Context,” The British Academy, London, February 2018.
- “Teaching with Artifacts to Understand the Global History of Trade (TAUGHT): An Ongoing Experiment at the University of Oxford,” Society of the History of Technology, Philadelphia, October 2017.
- “In Equitable: Corporate Social Responsibility, Corporate Reputation, and the Downfall of the American Life Insurance Industry in 1905,” Copenhagen Business School, October 2016.

- “The Pseudo Science: The Tension Between Case Studies and the Use of Pseudonyms in Management,” What’s in a Name? Should We Anonymise Identities?, St. Johns College, Oxford, September 2016.
- “A Perfect Union that was Nott: The Rise and (Scandalous) Fall of Union College, 1800 to 1860,” The Business History Conference, Portland, Oregon, April 2016.
- “Nepotism, Corporate Reputation, and Historical Counterfactuals: The Armstrong Commission's Impact on the American Life Insurance Industry after 1905,” The London School of Economics, November 2015.
- “The Lasting Legacy of Ivar Kreuger: How the Promotion of Corporate Reputation by Professionals became Central to the Definition of White-Collar Crime,” Reputation and Professional Service Firms Workshop, Saïd Business School, University of Oxford, May 2015.
- “The Emergence of the Baroque Corporation and the Counter-Factual Pre-Modern World Outside Europe,” Enterprise and Entrepreneurs in the Baroque Era, Abengoa Foundation, Seville, Spain, November 2014.
- (with Edward Balleisen), “Dodgy Business within the Long Arc of Capitalism: A Historical Framework for Understanding Fraud and White-Collar Crime,” German Historical Institute, Washington, DC, September 2014
- “Management Consulting and the Creation of a Market for Strategy, 1950-2000,” Carey School of Business, The Johns Hopkins University, September 2014.
- “The International Origins of the American Foreign Corrupt Practices Act of 1977,” Business History Conference, Frankfurt, March 2014
- “Polaroid and the Polarization of Corporate Reputation”, How Reputations are Won and Lost in Modern Information Markets,” University of San Diego, San Diego, January 2014
- “Perspectives from the Professions,” Roundtable on the History of Standards, London School of Economics, London, June 2013
- (with Antonio Weiss), “Management Consultancy and the Market for Economic Forecasting: Consultants, Cockroaches, and the Curious Incident of the Dog in the Night Time,” Conference on the History of Business and Economic Forecasting, Royal Statistical Society, University of Reading, Reading, March 2013
- “The Performance of Consultants in Translating Management Ideas,” The Performance of Employment Systems, Entreprise & Personnel, Paris, January 2013.
- “The Rise and Fall of Tax Havens in America: From Delaware to the Caymans,” American History Research Seminar, University of Oxford, November 2012
- “Management is History,” Autour de la Pensee Manageriale en France: Pour Une Approche Croisee, l'Ecole Polytechnique, Paris, September 2012
- “The Evolution of Corporate Reputation from Pirates of the Caribbean to Offshore Financial Centres,” Brunel University, London, March 2012
- “Strategy Followed Structure: Management Consulting and the Creation of a Market for ‘Strategy’, 1950–2000,” University of Chicago, February 2012
- “The History of White Collar Crime,” Harvard Business School, December 2011
- “Teaching Business History,” History of Capitalism Conference, Harvard University, November 2011
- “Management Consultants and Ideology: The Diffusion of Corporate Strategy, 1950 to 2000,” l'Ecole de Paris du Management, Paris, June 2011.
- “From the Pirates of the Caribbean to Hedge Funds: The Growth of North American Tax Havens,” Institute for Historical Research, University of London, May 2011

- “‘Sunny Places for Shady People’: The Rise of Tax Havens in the British Colonies,” LSE, May 2011
- “The State of Opaque Knowledge: The Rise and Fall of International Tax Havens,” The Business History Conference, April 2011
- “The Very, Very Long View: Reintegrating History and Strategy,” Emerging Disciplines Conference, Rice University, February 2011.
- “Cross-Professional Comparisons,” FutureEd Conference, Harvard Law School, October, 2010.
- “The Regulation of Speculation: White Collar Crime in America,” Reputation, Emotion, and the Market, Said Business School, March 2010.
- “White Collar Crime and Fraud in Historical Perspective,” Max Planck Institute, Cologne, January, 2010.
- “Dodgy Business, After a Fashion: A Historical Framework for Understanding Fraud and White Collar Crime,” European Business History Conference, Milan, June 2009.
- “When Enron and Madoff Were One: Parallels to the Current Crisis in the Downfall of Ivar Kreuger,” Said Business School, April 2009.
- “The First Enron: The Death of Ivar Krueger and the Birth of Modern Securities Regulation,” Business History Conference, Sacramento, California, April 2008.
- “The Past, Present, and Future of Business History,” Rotman Business School, Toronto, April 2008.
- “The First Enron: The Death of Ivar Krueger and the Birth of White Collar Crime,” History Department Forum, Duquesne University, Pittsburgh, March 2008.
- “The Legacy of Ivar Kreuger,” Department of Economics, Amherst College, November 2007.
- “The White Collar Police for White Collar Crimes: Corporate Governance and the Origins of the Business Professionals,” Brasenose College, Oxford, May 2007.
- “Don’t Innovate, Imitate!” Invited Speaker, Oxford Innovation Society, March 2007
- “The History of Management Consulting,” ESCP-EAP, European School of Management, Paris, February 2007.
- “Defining a Profession through Malpractice (And Not Just Practice),” Invited Speaker, The Intellectual Life: Professions, Arts, and Enterprise in Italy and All Over the World, University of Bologna, February 2007.
- “The World’s Newest Profession,” Invited Speaker, Advanced Institute of Management Workshop, London Business School, November 2006
- “Strategy Followed Structure: Management Consulting Firms and the Creation of a Market for Corporate Strategy, 1950-2000,” Durham University, November 2006.
- “*Terras Irradiant*: Shining Light on the Quasi-Professions After Enron,” Invited Speaker, Gatekeepers Today: The Professions After the Reforms, Columbia Law School, September 2006.
- “How Professional Firms Derailed the Professionalization of Management,” Workshop on the Professions, Knowledge Work and the Knowledge Based Economy, Lancaster Institute of Advanced Study, University of Lancaster, September 2006.
- “Anti-Monopoly Regulation as the Catalyst for Outsourcing ‘Professional’ Services: The World’s Oldest & Newest Professions,” International Economic History Association, Helsinki, August 2006.
- “Corporate Scandals and Professional Liability: Regulatory Cycles in American Corporate Governance, 1925-2005,” European Business History Association, Copenhagen, August 2006.
- “Writing the Ghost Writer Back In: Alfred Sloan, Alfred Chandler, John McDonald and the Intellectual Origins of Corporate Strategy,” EGOS, Bergen, July 2006.

- “How Professional Firms Derailed the Professionalization of Management,” Association of Business Historians, Queen Mary, University of London, June 2006.
- “Squaring the Magic Circle: A Comparative History of Law Firms in London and New York, 1950-2000,” The Business History Conference, Toronto, June 2006.
- “Strategy Followed Structure: Management Consulting Firms and the Creation of a Market for Corporate Strategy, 1950-2000,” The Crafts of Strategy: Strategic Planning in Different Contexts, University of Toulouse, May 2006.
- “The Centrality of Business Professionals in American Culture,” Roundtable on Business Culture, British Association for American Studies, University of Kent, April 2006.
- “The Globalization of Law: Consolidation and Competition Among Law Firms, 1950-2000,” The Globalization of the Legal Profession, The Center for Law, Society, and Culture, University of Indiana at Bloomington School of Law, April 2006.
- “The Globalization of Law: Consolidation and Competition, 1950-2000,” Conference on Qualitative Research, Graduate School of Management, University of California at Davis, March 2006.
- “Writing the Ghost Writer Back In: Alfred Sloan, Alfred Chandler, John McDonald and the Intellectual Origins of Corporate Strategy,” The Business History Seminar, History Department, The Johns Hopkins University, January 2006.
- “What Role Did Consultants Play in Enron? The Regulatory Origins of the Corporate Governance Crisis,” Academy of Management, Honolulu, August 2005.
- “Watchdogs, Lapdogs, or Retrievers? Liability and the Rebirth of the Management Audit,” Professional Service Organizations and Knowledge-Intensive Work, EGOS, Berlin, July 2005.
- “John McDonald and the Origins of Business Strategy: Or How a Popular Management Writer Helped to Create a New Academic Discipline,” Management History Research Group Workshop, Queen Mary, University of London, June 2005.
- “The Role of International Consultants and Lawyers in Restructuring Global Business,” Self-Governance and Law in Multinational Corporations and Transnational Networks, International Institute for the Sociology of Law, Onati, Spain, June 2005.
- “Improving Law Firm Performance,” Law Firm Global Management Forum, The Hildebrandt Institute, London, May 2005.
- “Squaring the (Magic) Circle: Explaining the Comparative International Success of London Law Firms since 1950,” Clifford Chance Speaker Series, London, May 2005.
- “Consultants and the Crisis in Corporate Governance: Liability, Legitimacy, and the Return of the Management Audit, 1985-2005,” St. Anthony’s College, Oxford, February 2005.
- “The Gilded Age: A Snapshot of American Management Consultants Circa 1960,” American Studies Seminar Series, Andrew Hook Centre, University of Glasgow, January 2005.
- “Antitrust and the Market for Information Technology Advice: How IBM First Lost and Later Regained Primacy as IT Consultants,” Society for the History of Technology, Amsterdam, October 2004.
- “Explaining the Boom and Bust in Consulting: Liability Insurance, Corporate Governance, and the Return of the ‘Management Audit,’” The Clifford Chance Workshop on Professional Service Firms, Boston College, June 2004.
- “The Gilded Age of Consulting: Culture and Counter-Culture within Professional Firms,” “Conceptualizing Professions: Relevance and Meaning in Late Modernity,” Clifford Chance Centre for the Management of Professional Service Firms, Oxford, May 2004.
- “Cartoons from a Consultant’s Life: Working Inside McKinsey during the 1960s,” Oxford University Management Society, May 2004.

- “Liability Insurance and the Historical Roots of the Rapid Growth of Consulting during the 1990s,” for “Professions in Travail? Governance, Power & Ethics,” The European Academy of Management, St. Andrews, May 2004.
- “Circa 1960: The Golden Age of the Elite Consulting Firms in the United States,” Management History Research Group Conference, Nottingham University Business School, March 2004.
- “From Counselor to Contractor: NASA and the Origins of the American Contractor State,” Lecture Series on Money and Politics in the USA, Rothermere American Institute, Oxford, October 2003.
- “Why Every American University has a ‘Dean of Students’: The Role of Management Consultants and the Carnegie Foundation in the Standardization of American Universities,” University of Bologna, September 2003.
- “Mementos: Looking Backward at the Honda Motorcycle Case, 2003-1973,” Institutions, Conflict, and Change Workshop, Kellogg School of Management, Northwestern University, Chicago, September 2003.
- “Teaching Business History in US and European Business Schools,” Association of Business Historians, University of Cambridge, May 2003.
- “What the History of Consulting Tells Us about the Future of the Profession,” Management Consultancies Association, London, May 2003.
- “‘Were You Expecting American Know-How?’ The American Invasion of British Business, 1956-1975,” The Sorbonne, University of Paris, December 2002.
- “How BCG was Boxed: Revisiting the Infamous Honda Case,” University of Toulouse, December 2002.
- “Mementos: Looking Backward at the Honda Motorcycle Case, 2003-1973,” *Festschrift* in Honor of Professor Louis Galambos, The Johns Hopkins University, Baltimore, October 2002.
- “Managers,” International Colloquium on Comparative Perspectives in Business History, Bocconi University, Milan, October 2002.
- “The Selling of Strategy: The Marketing of an Academic Discipline by Management Consultants, 1960-2000,” Association of Business Historians, Centre for International Business History, University of Reading, June 2002.
- “Building the Contractor State: Consultants and the Outsourcing of the Federal Government,” British Association for American Studies, Oxford, April 2002.
- “Alfred Chandler’s Influence on History and Strategy,” Academy of Management, Washington, DC, August 2001.
- “The World’s Newest Profession: Management Consulting in the Twentieth Century” Dissertation Prize Session, The Business History Conference, Miami, April 2001.
- “Economies of Knowledge: A Theory of Management Consulting,” Invited Speaker, Gesellschaft für Unternehmensgeschichte (Society for Business History), Frankfurt, April 2001.
- “The Good, the Bad, and the Ugly: Three Cases of Management Consultants at Work,” Economic History Seminar, All Souls College, Oxford, March 2001.
- “Accounting for a New Profession: Consultants’ Struggle for Jurisdictional Power, 1900-1940,” Business History Unit, London School of Economics, October 2000.
- “Medium and Message: The Role of Consulting Firms in the Process of Globalization and its Local Interpretation,” (with Marie-Laure Djelic and Antti Ainamo), EGOS, Helsinki, September 2000.
- “Economies of Knowledge: A Theory of Management Consulting,” Presented before the business school faculties at Minnesota, Columbia, MIT, Toronto, ESSEC, and Oxford, Winter 2000.

- “Selling Corporate Culture: Codifying and Commodifying Professionalism at McKinsey & Company, 1940-1980,” The Wharton School, University of Pennsylvania, April 1999.
- “Consultants’ Jurisdictional Battle for Authority in the United States,” Business History Workshop, St. Anne’s College, University of Oxford, March 1999.
- “Defining a Virtuous Profession: Rhetoric and the Professionalization of Management Consulting, 1939-1982,” The Business History Conference, Durham, North Carolina, March 1999.
- “From Structure to Strategy: The Evolution and Impact of Management Consulting,” London Business School, January 1999.
- “The Paradox of Professionalization: Ideology as Architect of Market Structure,” Institutions, Conflict, and Change Workshop, Kellogg School of Management, Northwestern University, Chicago, December 1998.
- “Selling Corporate Culture: Codifying and Commodifying Professionalism at McKinsey & Company, 1940-1980,” American Studies Workshop, Pennsylvania State University, November 1998.
- “Two Strikes and You’re Out: Why Forty Million Dollars and a Team of Consultants from McKinsey Could Not Save *The New York Herald Tribune*,” Academy of Management, San Diego, August 1998.
- “‘The Consultants’ Coloring Book:’ Expedient Conformity and Satirical Resistance among the Men in Gray Flannel Suits,” Tuck School of Business, Dartmouth College, May 1998.
- “The Development of Consulting Networks in Europe: A View from the U.S. and a Comparative Analysis,” The Impact of American Mass Culture in Europe from the Second World War to the Present, University of Bologna, March 1998.
- “Old Models, New Markets: The Reorganization of European Companies by American Management Consultants,” Council for European Studies, Baltimore, February 1998.
- “The Impact of Management Consultants at Lukens Steel, 1945-1970,” Stern School of Business, New York University, January 1998.
- “‘The Proper Place of Innovation is in the Lab:’ The Impact of Management Consultants on the International Chemical Industry,” The Chemical Heritage Foundation, Philadelphia, December 1997.
- “‘Better Living Through Chemistry?’ Industrial Accidents and Masculinity at DuPont, 1890-1930,” Boys and Their Toys? Masculinity, Technology, and Work Conference, Hagley Museum and Library, Wilmington, Delaware, October 1997.
- “‘The American Challenge:’ McKinsey & Company’s Role in the Transfer of Decentralization to Europe, 1957-1975,” Academy of Management, Boston, August 1997.
- “The Attempt by McKinsey & Company to Save *The New York Herald Tribune*, 1957-1966,” Association of Business Historians (U.K.), Glasgow, Scotland, July 1997.
- “Two Strikes and You’re Out: Why Forty Million Dollars and a Team of Consultants from McKinsey Could Not Save *The New York Herald Tribune*,” Centre for International Business History, University of Reading, England, June 1997.
- “From Structure to Strategy: The Evolution and Impact of Management Consulting,” University of Michigan Business School, January 1997.
- “Finding Profit in Nonprofits: The Influence of Management Consultants on the Third Sector,” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), New York, November 1996.
- “*Le Défi Américain:’* Management Consultants and the Transfer of American Organizational Techniques to Europe,” Center for Interdisciplinary Studies (ZiF), University of Bielefeld, Germany, May 1996.

“The Origins of Adhocracy: Management Consultants and the Reorganization of the Executive Branch by the Hoover Commission,” The Business History Conference, Columbus, Ohio, March 1996.

“Do Management Consultants Really Matter? The Case of Lukens Steel,” Seminar Series, Center for the History of Business, Technology, and Society, Hagley Museum and Library, Wilmington, Delaware, February 1996.

“La Création, Le Développement, et L’Institutionnalisation des Sociétés de Conseil en Management aux Etats-Unis, 1925-1975,” Centre de Sociologie, École des Hautes Études en Sciences Sociales, Paris, November 1995.

“The Origins of Modern Management Consulting,” The Business History Conference, Fort Lauderdale, March 1995.

GLOBAL HISTORY OF CAPITALISM CASE STUDY SERIES

Vivid Lam, Oenone Kubie, and Christopher McKenna, “The Birth of the Modern Chinese Banking Industry: Ri Sheng Chang,” 2016

Steven Yamshon, Oenone Kubie, and Christopher McKenna, “Organ Transplants at Cedars Sinai Medical Center, Los Angeles, and the Third Industrial Revolution,” 2016.

Scarlett Mansfield, Eric Thun, and Christopher McKenna, “Crisis at Volkswagen: Families, Firms, and German-Style Capitalism,” 2018.

Ben Skarratt, Scarlett Mansfield, and Christopher McKenna, “From India to Europe: The Production of the Kashmir Shawl and the Spread of the Paisley Motif,” 2018.

Riccardo Liberatore and Christopher McKenna, “Shipping Migrants in the Age of Steam: The Rise and Rise of the Messageries Maritimes, 1870-1914” 2018.

Douglas Ajram, Charlie Harris, and Christopher McKenna, “Berry Brothers & Rudd: Family, Reputation, and the Cultivation of the European Wine Trade,” 2018.

Kevin M. Higgins, Oenone Kubie, Courtney Bruno, and Christopher McKenna, “The Chicago Merchandise Mart: How the World’s Largest Commercial Building Fueled an American Political Dynasty,” 2018.

OXFORD UNIVERSITY SERVICE

Associate Member, Latin American Centre, University of Oxford, 2018 onwards

Deputy Curator, Senior Common Room, Brasenose College, 2018 onwards

Senior Representative to the JCR, Brasenose College, 2018

Co-Organiser, “Latin American Business History Conference” Oxford, April 2018

Co-Organiser, Global History of Capitalism Seminar Series, 2017 onwards

Co-Director, Global History of Capitalism Project, Oxford Centre for Global History, 2017 onwards

Member, Strategy Working Group, Brasenose College, 2017 onwards

Member, Development Committee, Brasenose College, 2017 onwards

Member, LXXI Steering Group, Brasenose College, 2017 onwards

Member, Housing Working Group, Brasenose College, 2017 onwards

Faculty Representative, Said Business School Board, 2017 onwards

Associate Faculty, History Faculty, University of Oxford, 2017 onwards

Examiner, Honours School of Economics & Management, Finals Papers, Oxford, 2014 – 2017

Member, Buildings Strategy Steering Group, Brasenose College, 2016 onwards
 Representative to the University Working Party on MOOCs, 2014
 Host for Mauro Guillen, Clarendon Lectures in Management, Oxford University Press, May 2014
 Member, Honorary Fellowships Committee, Brasenose College, 2013 onwards
 Member, Academic Committee, Brasenose, 2013 – 2016
 Member, Working Party on Women, Brasenose College, 2013
 Academic Director, Diploma in Strategy & Innovation, University of Oxford, 2010 – 2016
 Member, Finance Committee, Brasenose College 2010 – 2013
 Chair, Development Office Review Panel, Brasenose College, 2010
 Organiser, “Corporate Reputation in Historical Perspective” Seminar Series, Oxford, 2009-2010
 Director, Novak Druce Centre for Professional Service Firms, 2009 – 2015
 Elected Member, Governance Working Party, Brasenose College, 2009 – 2010
 Faculty Representative, Steering Committee, Centre for Corporate Reputation, 2008 – Present
 Programme Director, Reputation & Strategy, Centre for Corporate Reputation, 2008 – 2012
 MBA Programme Director, Said Business School, University of Oxford, 2008 – 2009
 Faculty Senior Representative, Oxford Consulting Society, University of Oxford, 2007 – 2008
 Selection Committee, Fellow in Economics, Brasenose College, 2007
 Finance Committee, Brasenose College, 2006 – 2009
 Investment Committee, Brasenose College, 2006 – 2009
 Brasenose Renovation Committee, Brasenose College, Summer 2006
 Co-organizer, “Business and Technological History Seminar,” Jointly Organized between the Faculty of Social & Economic History and the Said Business School, Trinity 2006
 Organizing Secretary for Admissions, Economics & Management, University of Oxford, 2005 – 2007
 Host for John Coffee, Clarendon Lectures in Management, Oxford University Press, March, 2006
 Selection Committee, Design Leadership Fellow, Said Business School, 2005
 Selection Committee, Website Developer, Said Business School, 2005
 Host for Leslie Hannah, Clarendon Lectures in Management, Oxford University Press, March, 2005
 Selection Committee, Development Director, Brasenose College, 2005
 Selection Committee, Assistant Development Director, Brasenose College, 2005
 Selection Committee, Martin Professor of Science and Social Change, Brasenose College, 2005
 Development Committee, Brasenose College, 2004 – 2007
 Selection Committee, Peter Moores Lecturer in Chinese Business, Brasenose College, 2004
 Selection Committee, University Lecturer in International Business, Said Business School, 2004
 D.Phil. Examiner in Modern History, Michael Hicks, University of Oxford, July 2004
 Academic Board Member, James Martin Institute for Science & Civilization, Oxford, 2004 – 2006
 Academic Committee, Brasenose College, 2004 – 2006
 Development Committee, Brasenose College, Oxford, 2004 to 2009
 Selection Committee, University Lecturer in Strategy, Said Business School, 2003
 Founding Member, Clifford Chance Centre for the Management of Professional Service Firms, 2003
 Academic Committee, Rothermere American Institute, University of Oxford, 2003 – 2007
 Co-Editor, *The Brazen Nose*, Alumni Magazine for Brasenose College, 2003 – 2006
 Selection Committee, Departmental Lecturer in Marketing, Said Business School, 2003

Selection Committee, College Chaplain, Brasenose College, 2003
 Selection Committee, Fellow in Economics, Brasenose College, 2003
 Selection Committee, Departmental Lecturer in Marketing, Said Business School, Oxford, 2003
 Selection Committee, Lecturer in Economics, Brasenose College, 2002
 Examiner, Economics & Management Finals Papers, Said Business School, 2002 – 2005
 Principalian Election Committee, Brasenose College, 2002

PROFESSIONAL SERVICE

Manuscript Reviewer for: *Business History*, *English Historical Review*, *Journal of Management Studies*, *Academy of Management Review*, Oxford University Press, Harvard University Press, etc.
 Member & Chair, Krooss Dissertation Prize, Business History Conference, 2017 onwards
 Advisory Board, History of Financial Advice Project, AHRC Funded Project, 2016 onwards
 Co-Organiser, “What’s in a Name? Should We Anonymise Identities?” Oxford, 2016
 Co-Organiser, “Shady Business,” German Historical Institute, Washington, DC, 2014
 Co-Organiser, “Public Policy and Professional Service Firms,” Brookings Institution, August 2014
 Guest Lecturer, “Globalization,” Summer Seminar, National Humanities Center, Raleigh, June 2014
 Editorial Board, *Journal of Professions and Organisations*, Oxford University Press, 2013 onwards
 Program Committee, The Business History Conference, Frankfurt, Germany, 2012-2014
 Selection Committee, Rovensky Fellowship in Business History, Univ. of Illinois, 2012 onward
 Invited Participant, Mellon Seminars in Disciplinary Innovation, University of Cambridge, 2011
 Grants & Prizes Committee, The Business History Conference, 2010 – 2013
 Co-Organiser, “Reputation, Emotion, and the Market,” Arts & Humanities Research Council, 2010
 Organiser, Annual Novak Druce Conference on Professional Service Firms, 2009 – 2015
 Academic Organiser (with Deutsche Bank & Rolls Royce), Industry Dinners, London, 2008 – 2010
 Representative, Business Archives Council, London, 2006-2008
 Advisory Board, Center for the Study of Management and Financial History, ESCP-EAP, Paris, 2006
 Council Member (Elected), Association of Business Historians (UK), 2006 – 2008
 Co-organizer, “Outsourcing in Historical Perspective: The Trade-Off between Internal and External Expertise,” International Economic History Association, Helsinki, August, 2006
 Editorial Board, *Management and Organizational History*, SAGE Publications, 2006 – 2012
 Editorial Board, *Enterprise and Society: The International Journal of Business History*, Oxford University Press, 2005 – Present
 Board of Trustees, The Business History Conference, 2005 – 2008
 Member, Print Media Oversight Committee, The Business History Conference, 2005 – 2008
 Chair, Adhoc Committee on Membership, Business History Conference, 2004-6
 Member & Chair, Kerr Prize Committee, Business History Conference, 2004 – 2007
 Member, Leonardo da Vinci Medal Committee, Society for the History of Technology, 2004 – 2007
 Member & Chair, Levinson Prize Committee, Society for the History of Technology, 2003 – 2006
 Board Member, Management History Research Group, London, 2003 – 2007
 Invited Participant, Strategic Perspectives on Modularity, London Business School, October 2003
 Invited Participant, Bucerius Summer School in International Governance, Hamburg, August 2001

RECENT EXECUTIVE EDUCATION EXPERIENCE

Co-Academic Director, BorgWarner, Innovation Academy, 2016 – 2017

Academic Director, IBM Europe, Diploma in Strategy & Innovation, 2013 – 2016

Academic Director, Absa (Barclays South Africa), Oxford Innovation Programme, 2013 – 2015

Academic Director, Roche Pharmaceuticals (Istanbul), Oxford-Roche Strategy Programme, 2011

Academic Director, Clifford Chance, Executive Management Programme, 2008 – 2011

Faculty on various programs including Royal Mail, British Gas, New York Life, & Vodafone

UNIVERSITY DEVELOPMENT EXPERIENCE

Raised Funding from 3 Donors for Global History of Capitalism project, 325 thousand pounds, 2018

Shepherded Legacy Gift for an Endowed Fellowship in Brasenose College, 1.5 million pounds, 2017

Raised Funding from 5 Donors for Global History of Capitalism project, 750 thousand pounds, 2016

Raised Funding for Centre on Professional Firms, Said Business School, 1.5 million pounds, 2009

Shepherded Endowed Fellowship in Brasenose College, 750 thousand pounds, 2004