

Peter Norlander, Ph.D.

Associate Professor
Department of Management
Quinlan School of Business
Loyola University Chicago
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EDUCATION

University of California, Los Angeles, August 2014
Doctor of Philosophy (PhD) in Management at Anderson Graduate School of Management

Cornell University, May 2005
Bachelor of Science, School of Industrial and Labor Relations

POSITIONS HELD

Loyola University Chicago, Quinlan School of Business
Assistant Professor of Management, 2015-2021
Associate Professor with tenure. July 2021-present
Director of Master of Human Resources and Employment Relations program. July 2021-present

University of California, Berkeley, School of Information
Postdoctoral Scholar, 2014-2015

Global Labor Organization, Fellow, 2018-present

RESEARCH

Published Intellectual Contributions

Refereed Journal Articles

Erickson, C. L., & Norlander, P. (2022). How the past of outsourcing and offshoring is the future of post-pandemic remote work: A typology, a model and a review. *Industrial Relations Journal*, 53 (1), 71– 89. <https://doi.org/10.1111/irj.12355>

Norlander, P. (2021). Do guest worker programs give firms too much power? *IZA World of Labor*. <https://wol.iza.org/articles/do-guest-worker-programs-give-firms-too-much-power>

Norlander, P., Varma, A., Jukic, N., & Nestorov S. (2021). The Effects of Technological Supervision on Gig Workers: Organizational Control and Motivation of Uber, Taxi, and Limousine Drivers, *International Journal of Human Resource Management*, DOI: 10.1080/09585192.2020.1867614.

Norlander, P. Ho, G.C., Shih, M., Walters, D.J. & Pittinsky, T.L. (2020) The Role of Psychological Stigmatization in Unemployment Discrimination, *Basic and Applied Social Psychology*, DOI: 10.1080/01973533.2019.1689363.

Gibbons, E., Greenman, A., Norlander, P., and Sørensen, T. (2019). Monopsony Power and Guest Worker Programs. *Antitrust Bulletin*, 64: 540-565. <https://doi.org/10.1177%2F0003603X19875040>.
Note: Author order is alphabetical. I am corresponding (lead) author.

Norlander, P, Varma, A. (2019). H-1B and L-1 visa-sponsored guest workers in the USA: An analysis of the strategic impact of Indian and other firms. *Thunderbird Int. Bus. Rev.* 2019; 61: 565– 579. <https://doi.org/10.1002/tie.22044>.

Norlander, P., Sørensen, T.A. (2018). 21st Century Slowdown: The Historic Nature of Recent Declines in the Growth of the Immigrant Population in the United States. *Migration Letters; Vol. 15, Iss. 3: 409-422*.

Note: Author order is alphabetical. Contributions are equal.

Depew, B., Norlander, P. & Sørensen, T.A. (2017). Inter-firm mobility and return migration patterns of skilled guest workers. *Journal of Population Economics.* 30: 681. <https://doi.org/10.1007/s00148-016-0607-y>.

Note: Author order is alphabetical. Contributions are equal.

Norlander, P., Erickson, C. L., Sarosh, K., Rangapriya, K.-N. (2015). India's outsourcing industry and the offshoring of skilled services work: a review essay. *E-Journal of International and Comparative Labour Studies*. http://www.adapt.it/EJCLS/index.php/ejcls_adapt/article/view/255.

Book Chapters

Norlander, P. (2019). Individualism, Democracy and Conflict in the USA. In *International Comparative Employee Relations*, Eds. Pietro Manzella and Karl Koch. Edward Elgar. London, UK. <https://doi.org/10.4337/9781788973229.00018>

Varma, A., Budhwar, P., Dasgupta, B. Norlander, P. (2019). Living in India: Western and Indian Thinking. In *Indian Business: Understanding a rapidly emerging economy*. Budhwar, P., and Varma, A. (eds.). Routledge: London.

Norlander, P. and Varma, A. (2019). Performance Information. In *Performance Management Systems: An Experiential Approach*. Eds. A. Varma and P. Budhwar. Sage. London, UK.

Varma, A., Budhwar, P., Norlander, P. (2017). Performance Management Practices in Asia.. *Routledge Handbook of HRM in Asia* (pp. 19). Routledge.

Varma, A., Budhwar, P., Norlander, P. (2017). Performance Management and Motivation (278-301). *Human resource management: Strategic and International Perspectives* (Second Edition ed., pp. 278-301). Sage.

Book Reviews

Norlander, P. (2017). The Co-Operative Firm Keywords, edited by Andrea Bernardi and Salvatore Monni. A Review. *The Co-Operative Firm Keywords, edited by Andrea Bernardi and Salvatore Monni*.. http://ejcls.adapt.it/index.php/ejcls_adapt/article/viewFile/437/652

Norlander, P. (2015). *The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization by Jacob Morgan. A Review*. http://www.adapt.it/EJCLS/index.php/ejcls_adapt/article/view/284

Norlander, P. (2014). *Organizing Migrations: People and Knowledge Flows in the Global Economy*. Los Angeles, CA: University of California, Los Angeles.

Grants Received

External Grants

Russell Sage Foundation, \$38,750, June 2022, "A Public Dataset of Firm-Level Employment

Practices”

Economic Security Project, Antimonopoly Fund, January 2022. \$25,000 for “Non-Solicitation Clauses in Public Sector Outsourcing Contracts.”

Internal Grants

Competitive Summer Research Grant, 2022, \$7,000, Loyola University Chicago

Quinlan Research Grant, \$2,500, 2021-2022, Quinlan School of Business

Loyola University Chicago, December 2021. \$7,000 summer research stipend for “Documents to Datasets: A Firm Level Dataset.”

Loyola Rule of Law Institute, June 2021. \$6,500 for research on applying machine learning to find common clauses in employment documents (handbooks, contracts, collective bargaining agreements).

Summer Research Grant, Loyola Quinlan School of Business, May 2021. \$2,500 for applying machine learning to job postings data.

Software Publications

Context Rule Assisted Machine Learning (CRAML). Beta Version. Joint work with Stephen Meisenbacher. July 2022. https://github.com/sjmeis/CRAML_Beta

Working Papers Under Review

Sauerwald, S. and Norlander, P. “When Trump Said Jump: Political Directors and the Recruitment of Foreign Workers. *Under review at Academy of Management Journal*.

Working Papers in Manuscript Form

Norlander, P and DeVaro, J. “Labor Law Violations, Economic Conditions, and Labor-Market Power: The Case of Wage Theft Against H-1B Workers.” *Revising to submit to the Journal of Human Resources*. Working paper: <http://ssrn.com/abstract=3858061>.

Erickson, C., and Norlander, P. “Institutional and Task Teleworkability Before and After the Covid-19 Pandemic.” Finalizing for submission to *Industrial Labor Relations Review*.

Meisenbacher, S., and Norlander P. “Documenting Employer Collusion Using A Novel Method for Transforming Unstructured Text to Data.” Finalizing for submission to general science journal.

Working Papers Under Development

Norlander, P. “A Firm-Level Dataset of Employment Practices.” Analyzing data.

Norlander, P. “Non-Solicitation Clauses in Public Sector Outsourcing Contracts.” Collecting Data.

Presentations Given

2022* (scheduled)

Sauerwald, S. and Norlander, P. “When Trump Said Jump: Political Directors and the Recruitment of

Foreign Workers. Strategic Management Society. September 17-20, 2022.

*Erickson, C., and P. Norlander, "Institutional and Technological Predictors of Remote Work Before and After the Covid-19 Pandemic." Strategic Management Society. September 17-20, 2022.

Erickson, C., and P. Norlander, "Institutional and Technological Predictors of Remote Work Before and After the Covid-19 Pandemic." Academy of Management. August 7, 2022.

Erickson, C., and P. Norlander, "Institutional and Technological Predictors of Remote Work Before and After the Covid-19 Pandemic." Labor and Employment Relations Association. June 2, 2022.

Norlander, P., and Meisenbacher, S. "Building a Firm-level Dataset of Employment Practices with Context Rule Assisted Machine Learning ("CRaML")." Symposium on Using Text Data to Study Work and the Labor Market . Labor and Employment Relations Association . June 2, 2022.

Norlander, P. "Non-Solicitation Clauses in Public Sector Outsourcing Contracts." Midwestern Economic Association. Minneapolis, MN. March 25, 2022.

Norlander, P. Understanding the Rule of Law in the Workplace: The Case of No Poach Clauses in Outsourcing Agreements." Loyola Rule of Law Institute. Chicago, IL. February 21, 2022.

2021

Norlander, P. "Workers and Organizations in Labor Markets Transformed by Information and Communication Technology." Organization Design Community - UN Panel on Technology & Labor. Zoom Webinar. Invited speaker. December 16, 2021.

Erickson, C., and Norlander, P. How the Past of Outsourcing and Offshoring is the Future of Post-Pandemic Employment Relations: Bargaining Power, Work Restructuring, and the New Equilibrium. Wharton People and Organizations Conference. September 25, 2021.

Erickson, C., and Norlander, P. How the Past of Outsourcing and Offshoring is the Future of Post-Pandemic Employment Relations: Bargaining Power, Work Restructuring, and the New Equilibrium. 7th Regulating for Decent Work Conference. International Labor Organization. July 6-9, 2021.

Erickson, C., and Norlander, P. How the Past of Outsourcing and Offshoring is the Future of Post-Pandemic Employment Relations: Bargaining Power, Work Restructuring, and the New Equilibrium. 7th Regulating for Decent Work Conference. International Labor Organization. July 6-9, 2021.

Norlander, P. Confronting Challenges: Hiring and Retaining Your Workforce. Loyola University Chicago, Quinlan School of Business. Leadership Hub. Invited speaker. June 1, 2021

2020

Harris, D., and Norlander, P. 15 Years Later: The Pipeline to the Top at Best Practice and Matched Comparison Firms. Strategic Management Society. London, UK. (October 24-27, 2020)

Norlander, P., Academy of Management, "Does Competition Protect Guest Workers from Wage Theft?," Virtual. (Aug, 2020).

Norlander, P., International Labor and Employment Relations Association, "Individualism, Democracy and Conflict in the USA," Virtual. (June 25-27, 2020).

Norlander, P., Labor and Employment Relations Association, "Does Competition Protect Guest Workers from Wage Theft?," Virtual. (June 13-16, 2019).

2019

Norlander, P., Southern Economics Association, "Does Competition Protect Guest Workers from Wage Theft?," Ft. Lauderdale, FL, USA. (Nov 26, 2019).

Norlander, P., Wharton People and Organizations Conference, "Does Competition Protect Guest Workers from Wage Theft?," Wharton School, Philadelphia, PA, USA. (May 22, 2019).

Harris, D. A. (Author), Norlander, P. (Author & Presenter), 79th Annual Meeting of the Academy of Management, "Where the Glass Ceiling Cracks: Features of U.S. Organizations Where Women Rise to the Top," Boston, MA, USA. (August 2019).

Norlander, P., Wharton Conference on Migration, Organizations, and Management, "Does Competition Protect Guest Workers from Wage Theft?," Wharton School, Philadelphia, PA, USA. (May 22, 2019).

2018

Norlander, P., Varma, A., Jukic, N., Nestorov, S. E. Academy of Management Discoveries Conference. "Minimal Management in the Gig Economy." Michigan State University (October 23, 2018).

Norlander, P., Does, S., Shih, M. Academy of Management Annual Meeting, The Absence of Positive Experiences: Examining Disparities in the Workplace (August 14, 2018).

Norlander, P., Varma, A., Jukic, N., Nestorov, S. E., Organization Science Winter Conference. "Effectance-Enhancing Monitoring in the Gig Economy: When Technology Increases Control and Motivation." (March 1, 2018).

2017

Harris, D. A., Norlander, P. (Author), Strategic Management Society 37th Annual International Conference, "Ten Years Later: The Pipeline to the Top at Best Practice Firms," Strategic Management Society, Houston, TX, USA. (October 31, 2017).

Norlander, P., Varma, A., Jukic, N., Nestorov, S. E., Academy of Management Annual Meeting, "Minimal Management: Control Variation in the Ride-Sharing Industry," Academy of Management, Atlanta, GA, USA. (August 7, 2017).

Sorensen, T., Norlander, P. (Author), 92nd Annual Conference of the Western Economic Association, "Discouraged Immigrants and the Missing Pop in EPOP," Western Economic Association International, San Diego, CA, USA. (June 29, 2017).

2016

Norlander, P., "The Role of Psychological Stigmatization in (Un)employment Discrimination," Presentation to Rutgers School of Management and Labor Relations Colloquium Series, Rutgers University School of Management and Labor Relations, New Brunswick, NJ, USA. (November 22, 2016).

Norlander, P., Varma, A., Jukic, N., 9th Annual People and Organizations Conference, "Minimal management and control variation in the taxi and ride-sharing industries," The Wharton School of

the University of Pennsylvania, Philadelphia, PA, US. (October 2016).

Norlander, P., Labor and Employment Relations Association Annual Meeting doctoral students, "Marketization and Management," LERA, Minneapolis, MN, USA. (May 26, 2016).

Norlander, P., Labor and Employment Relations Association Annual Meeting, "The Role of Psychological Stigmatization in (Un)employment Discrimination," LERA, Minneapolis, MN, USA. (May 26, 2016).

TEACHING

Courses Taught

Loyola University Chicago, Quinlan School of Business

HRER 311 (undergraduate) & HRER 462 (graduate) - Employment Relations *
HRER 502 (graduate) - Global and Comparative Employment Relations*
HRER 500 (graduate) - Conflict Management and Negotiations*
HRER 417 - Managing and Motivating Employees**

** Courses I developed. ** Course I am revising.*

University of California, Berkeley School of Information

Research Design and Applications for Data Analysis

SERVICE

Intellectual Community

Reviewer: International Journal of Human Resource Management, Journal of Policy Analysis and Management, Human Resource Management, California Management Review, Basic and Applied Social Psychology, Law & Policy, e-Journal of International and Comparative Labor Relations.

Reviewer, Academy of Management conference, 2016 - 2020.

Book Review Editor: e-Journal of International and Comparative Labor Relations, ADAPT International, 2017-2019.

Symposium Organizer, Labor and Employment Relations Association / Allied Social Sciences Association, "The Teacher Strike Wave and the Effects of Work Stoppages." January, 2021.

Loyola University Chicago

Service to University

Loyola University Chicago, Magis Fellow, 2022, selected to be in inaugural group Benefits Working Group, Strategic Budget Task Force, 2017-2018.

Service to Department and School

School Level Committees

NextGen MBA - instructor, 2019-present. Quinlan School of Business.
Curriculum Committee, 2020-present.

Search Committee Chair, 2021-2022

Faculty Advising

Faculty Advisor, HR Case Competition Team, 2018-present.

Faculty Advisor, Human Resources Student Association, 2020-present.

Developing Programs for Students, Alumni, and Community

Organizer, HR Insights series, 2021-2022.

Speaker, Reopening Responsibly: Keys for HR. Quinlan School of Business. May 28, 2020.

Interviewee, The Paradox of Work: We need it! We want it! We can't stand it!. QTalks Podcast.
March 9, 2020.

Speaker, How to Negotiate Your Salary, Graduate Women in Business, April 9, 2018

Chair, Careers in HR Panel Discussion, October 2, 2018

Organizer of student outing, Haymarket!, September 2, 2018

Panelist, Future of Work & Human Resources, November 1, 2017

Program Organizer, Why We Need Meaningful Work. December 2, 2017.

Session Chair, From Classroom to Cubicle: Preparing for HR Careers. April 21, 2016.

Program Organizer, "Just Work: Social Justice and Employment, February 3, 2016.

Professional Memberships

Labor and Employment Relations Association of Chicago. (October 2015 - Present). Board
Member 2022-present.

Labor and Employment Relations Association. (January 2015 - Present).

Academy of Management. (January 2009 - Present).

Community

Vice President of Programming. West Suburban Temple Har Zion. 2019-2021.

Team Captain, Light the Night, Leukemia and Lymphoma Foundation, 2019.

Fundraising efforts, Northwestern Medicine Foundation, Cancer Center.

Volunteer, Chicago Health Equity Research Center. 2016-2018.

Negotiations in Health Care Management, CHEC Summer Research Fellows, July 26, 2016

AWARDS AND HONORS

Scholarship/Research

LERA Best Papers, Labor and Employment Relations Association. (May, 2016).

Dissertation Year Fellowship, UCLA, 2013-2014

Service, Professional

Above and Beyond the Call of Duty Award, Academy of Management Organizations and
Management Theory Division. (January 1, 2018 - March 30, 2018).

Above and Beyond the Call of Duty Award, Academy of Management Organizations and
Management Theory Division. (January 1, 2016 - March 30, 2016).

Teaching and Advising

Loyola won 2nd at the 2019 Carlson International Human Resources Case Competition

Faculty of the Year Award, Human Resources Management. (March 31, 2017).

Additional References:

Professor Christopher L. Erickson, UCLA Anderson School of Management,

chris.erickson@anderson.ucla.edu

Professor Cedric Dawkins, York University