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Knowledge Group: Leadership, Human Resources and Digital Technologies

Research Domains: Organization Design

Teaching Domains:

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Research Monographs

Strong Bridges: Trust Beyond Structure

BURT, R. S., S. OPPER - "Strong Bridges: Trust Beyond Structure" - 2026, Oxford University Press

Neighbor Networks. Competitive Advantage Local and Personal

BURT, R. S. - "Neighbor Networks. Competitive Advantage Local and Personal" - 2011, Oxford University Press

Brokerage and Closure. An Introduction to Social Capital

BURT, R. S. - "Brokerage and Closure. An Introduction to Social Capital" - 2007, Oxford University Press

Structural Holes. The Social Structure of Competition

BURT, R. S. - "Structural Holes. The Social Structure of Competition" - 1995, Harvard University Press, United States of America

Contribution to Chapters, Books or Research Monographs

Evaluation in Network Context

BURT, R. S., S. OPPER, "Evaluation in Network Context" in The Oxford Handbook of Organizational Social Evaluations., Anastasiya Zavyalova, Rupert Younger (Eds.), Oxford University Press, chap. 23, 2025

Social network and creativity

BURT, R. S., "Social network and creativity" in Handbook of Research on Creativity and Innovation., Jing Zhou, Elizabeth Rouse (Eds.), Edward Elgar Publishing, chap. 5, pp. 82-104, 2021

Capstone, Cautions, and Enthusiasms

BURT, R. S., "Capstone, Cautions, and Enthusiasms" in Personal Networks: classic readings and new directions in egocentric analysis., Mario L. Small, Brea L. Perry, Bernice Pescosolido, Edward B. Smith (Eds.),

Cambridge University Press, pp. 384-416, 2021

Angry Entrepreneurs: A Note on Networks Prone to Character Assassination

BURT, R. S., J.-D. LUO, "Angry Entrepreneurs: A Note on Networks Prone to Character Assassination" in *Social Networks at Work.*, Daniel J. Brass, Stephen P. Borgatti, Daniel J. Brass, Stephen P. Borgatti (Eds.), Routledge, pp. 129-151, 2019

Nan Lin and social capital

BURT, R. S., "Nan Lin and social capital" in *Social Capital, Social Support and Stratification.*, Ronald Burt, Yanjie Bian, Lijun Song, Nan Lin (Eds.), Edward Elgar Publishing, pp. 4-36, 2019

Life Course and Network Advantage: Peak Periods, Turning Points, and Transition Ages

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Embedded Brokerage: Hubs Versus Locals

BURT, R. S., J. MERLUZZI, "Embedded Brokerage: Hubs Versus Locals" in *Contemporary Perspectives on Organizational Social Networks.*, Daniel J. Brass, Giuseppe (JOE) Labianca, Ajay Mehra, Daniel S. Halgin, Stephen P. Borgatti (Eds.), Emerald Group Publishing Limited, pp. 161-177, 2014

Network Duality of Social Capital

BURT, R. S., "Network Duality of Social Capital" in *Social Capital: Reaching Out, Reaching In.*, Viva Ona Bartkus, James H. Davis (Eds.), Edward Elgar Publishing, chap. 2, pp. 39-65, 2009

Industry Performance and Indirect Access to Structural Holes

BURT, R. S., "Industry Performance and Indirect Access to Structural Holes" in *Network Strategy - Advances in Strategic Management*, Vol.25., Joel A.C. Baum; Timothy J. Rowley (Ed.), Emerald Group Publishing Limited, pp. 315-360, 2008

Closure and Stability: Persistent Reputation and Enduring Relations among Bankers and Analysts

BURT, R. S., "Closure and Stability: Persistent Reputation and Enduring Relations among Bankers and Analysts" in *The Missing Links: Formation and Decay of Economic Networks.*, James E. Rauch (Ed.), SAGE Publications, chap. 5, pp. 100-144, 2007

Competition, contingency, and the external structure of markets

BURT, R. S., M. GUILARTE, H. J. RAIDER, Y. YASUDA, "Competition, contingency, and the external structure of markets" in *The New Institutionalism in Strategic Management - Advances in Strategic Management*, Vol.19., Paul Ingram; Brian S. Silverman (Ed.), Emerald Group Publishing Limited, pp. 167-217, 2002

Bandwidth and Echo: Trust, Information, and Gossip in Social Networks

BURT, R. S., "Bandwidth and Echo: Trust, Information, and Gossip in Social Networks" in *Networks and Markets.*, Alessandra Casella, James E. Rauch (Eds.), SAGE Publications, chap. 2, pp. 30-74, 2001

Structural Holes versus Network Closure as Social Capital

BURT, R. S., "Structural Holes versus Network Closure as Social Capital" in Social Capital. Theory and Research., Nan Lin, Karen S. Cook, R. S. Burt (Eds.), Routledge, chap. 2, 2001

Entrepreneurs, Distrust, and Third Parties: A Strategic Look at the Dark Side of Dense Networks

BURT, R. S., "Entrepreneurs, Distrust, and Third Parties: A Strategic Look at the Dark Side of Dense Networks" in Shared Cognition in Organizations: The Management of Knowledge., John M. Levine, David M. Messick, Leigh L. Thompson (Eds.), Lawrence Erlbaum Associates Publisher, 1999

Social Contagion and Social Structure

BURT, R. S., G. A. JANICKI, "Social Contagion and Social Structure" in Networks in Marketing., Dawn Iacobucci (Ed.), SAGE Publications, 1996

Kinds of relations in American discussion networks

BURT, R. S., "Kinds of relations in American discussion networks" in Structures of Power and Constraint: Papers in Honor of Peter M. Blau., Craig Calhoun, Marshall W. Meyer, W. Richard Scott (Eds.), Cambridge University Press, chap. 14, 1990

Articles in Scholarly Journals

Guanxi and Structural Holes: Strong Bridges from Relational Embedding

BURT, R. S., S. OPPER, "Guanxi and Structural Holes: Strong Bridges from Relational Embedding", American Journal of Sociology, 2024, vol. 130, no. 1, pp. 1-43

Contingent bridge supervision: New evidence and cautions for network theory

JANNACE, D., R. S. BURT, "Contingent bridge supervision: New evidence and cautions for network theory", Social Networks, 2024, vol. 78, pp. 253-264

Shared language in the team network-performance association: Reconciling conflicting views of the network centralization effect on team performance

REAGANS, R. E., H. VOLVOVSKY, R. S. BURT, "Shared language in the team network-performance association: Reconciling conflicting views of the network centralization effect on team performance", Collective Intelligence, 2023, vol. 2, no. 3

Cooperation Beyond the Network

BURT, R. S., S. OPPER, H. J. HOLM, "Cooperation Beyond the Network", Organization Science, 2022, vol. 33, no. 2, pp. 495-517

Bridge Supervision: Correlates of a Boss on the Far Side of a Structural Hole

BURT, R. S., S. WANG, "Bridge Supervision: Correlates of a Boss on the Far Side of a Structural Hole", Academy of Management Journal, 2022, vol. 65, no. 6, pp. 1835–1863

Team talk: Learning, jargon, and structure versus the pulse of the network

BURT, R. S., R. E. REAGANS, "Team talk: Learning, jargon, and structure versus the pulse of the network", *Social Networks*, 2022, vol. 70, pp. 375-392

Networks, Creativity, and Time: Staying Creative through Brokerage and Network Rejuvenation

SODA, G., P. V. MANNUCCI, R. S. BURT, "Networks, Creativity, and Time: Staying Creative through Brokerage and Network Rejuvenation", *Academy of Management Journal*, 2021, vol. 64, no. 4, pp. 1164–1190

Network Capabilities: Brokerage as a Bridge Between Network Theory and the Resource-Based View of the Firm

BURT, R. S., G. SODA, "Network Capabilities: Brokerage as a Bridge Between Network Theory and the Resource-Based View of the Firm", *Journal of Management*, 2021, vol. 47, no. 7, pp. 1698–1719

Social Network and Temporal Myopia

OPPER, S., R. S. BURT, "Social Network and Temporal Myopia", *Academy of Management Journal*, 2021, vol. 64, no. 3, pp. 741-771

Social network and family business: Uncovering hybrid family firms

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Network brokerage and the perception of leadership

BURT, R. S., R. E. REAGANS, H. C. VOLVOVSKY, "Network brokerage and the perception of leadership", *Social Networks*, 2021, vol. 65, pp. 33-50

One Path Does Not Fit All: A Career Path Approach to the Study of Professional Women Entrepreneurs

MERLUZZI, J., R. S. BURT, "One Path Does Not Fit All: A Career Path Approach to the Study of Professional Women Entrepreneurs", *Entrepreneurship Theory and Practice*, 2021, vol. 45, no. 6, pp. 1366-1393

Political Connection and Disconnection: Still a Success Factor for Chinese Entrepreneurs

BURT, R. S., S. OPPER, "Political Connection and Disconnection: Still a Success Factor for Chinese Entrepreneurs", *Entrepreneurship Theory and Practice*, 2020, vol. 44, no. 6, pp. 1199-1228

Comparative Network Research in China

BURT, R. S., B. BATJARGAL, "Comparative Network Research in China", *Management and Organization Review*, 2019, vol. 15, no. 1, pp. 3-29

Network Disadvantaged Entrepreneurs: Density, Hierarchy, and Success in China and the West

BURT, R. S., "Network Disadvantaged Entrepreneurs: Density, Hierarchy, and Success in China and the West", *Entrepreneurship Theory and Practice*, 2019, vol. 43, no. 1, pp. 19-50

The networks and success of female entrepreneurs in China

BURT, R. S., "The networks and success of female entrepreneurs in China", *Social Networks*, 2019, vol. 58, pp. 37-49

More or less guanxi: Trust is 60% network context, 10% individual difference

BURT, R. S., Y. BIAN, S. OPPER, "More or less guanxi: Trust is 60% network context, 10% individual difference", *Social Networks*, 2018, vol. 54, pp. 12-25

A Note on Business Survival and Social Network

ZHAO, C., R. S. BURT, "A Note on Business Survival and Social Network", *Management and Organization Review*, 2018, vol. 14, no. 2, pp. 377-394

Social Origins of Great Strategies

SODA, G., R. S. BURT, "Social Origins of Great Strategies", *Strategy Science*, 2017, vol. 2, no. 4, pp. 226-233

Early Network Events in the Later Success of Chinese Entrepreneurs

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Social network and temporal discounting

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Chinese Entrepreneurs, Social Networks, and Guanxi

BURT, R. S., K. BURZYNSKA, "Chinese Entrepreneurs, Social Networks, and Guanxi", *Management and Organization Review*, 2017, vol. 13, no. 2, pp. 221-260

Network Oscillation

BURT, R. S., J. MERLUZZI, "Network Oscillation", *Academy of Management Discoveries*, 2016, vol. 2, no. 4, pp. 368-391

Reinforced structural holes

BURT, R. S., "Reinforced structural holes", *Social Networks*, 2015, vol. 43, pp. 149-161

How many names are enough? Identifying network effects with the least set of listed contacts

MERLUZZI, J., R. S. BURT, "How many names are enough? Identifying network effects with the least set of listed contacts", *Social Networks*, 2013, vol. 35, no. 3, pp. 331-337

Social Network Analysis: Foundations and Frontiers on Advantage

BURT, R. S., M. KILDUFF, S. TASSELLI, "Social Network Analysis: Foundations and Frontiers on Advantage", *Annual Review of Psychology*, 2013, vol. 64, no. 1, pp. 527-547

Network-Related Personality and the Agency Question: Multirole Evidence from a Virtual World

BURT, R. S., "Network-Related Personality and the Agency Question: Multirole Evidence from a Virtual World", *American Journal of Sociology*, 2012, vol. 118, no. 3, pp. 543-591

Information and structural holes: comment on Reagans and Zuckerman

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Teaching executives to see social capital: Results from a field experiment

BURT, R. S., D. RONCHI, "Teaching executives to see social capital: Results from a field experiment", Social Science Research, 2007, vol. 36, no. 3, pp. 1156-1183

Secondhand Brokerage: Evidence On The Importance Of Local Structure For Managers, Bankers, And Analysts

BURT, R. S., "Secondhand Brokerage: Evidence On The Importance Of Local Structure For Managers, Bankers, And Analysts", Academy of Management Journal, 2007, vol. 50, no. 1, pp. 119-148

Structural Holes and Good Ideas

BURT, R. S., "Structural Holes and Good Ideas", American Journal of Sociology, 2004, vol. 110, no. 2, pp. 349-399

Bridge decay

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Attachment, decay, and social network

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The Network Structure of Social Capital

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The Social Capital of French and American Managers

BURT, R. S., R. M. HOGARTH, C. MICHAUD, "The Social Capital of French and American Managers", Organization Science, 2000, vol. 11, no. 2, pp. 123-147

Decay functions

BURT, R. S., "Decay functions", Social Networks, 2000, vol. 22, no. 1, pp. 1-28

The Social Capital of Opinion Leaders

BURT, R. S., "The Social Capital of Opinion Leaders", Annals of the American Academy of Political and Social Science, 1999, vol. 566, pp. 37-54

Private Games are too Dangerous

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The Gender of Social Capital

BURT, R. S., "The Gender of Social Capital", Rationality and Society, 1998, vol. 10, no. 1, pp. 5-46

Personality correlates of structural holes

BURT, R. S., J. E. JANNOTTA, J. T. MAHONEY, "Personality correlates of structural holes", Social Networks, 1998, vol. 20, no. 1, pp. 63-87

The Contingent Value of Social Capital

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A note on social capital and network content

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Le capital social, les trous structuraux et l'entrepreneur

BURT, R. S., "Le capital social, les trous structuraux et l'entrepreneur", *Revue Française de Sociologie*, 1995, vol. 36, no. 4, pp. 599-628

Kinds of Third-Party Effects on Trust

BURT, R. S., M. KNEZ, "Kinds of Third-Party Effects on Trust", *Rationality and Society*, 1995, vol. 7, no. 3, pp. 255-292

Measuring a large network quickly

BURT, R. S., D. RONCHI, "Measuring a large network quickly", *Social Networks*, 1994, vol. 16, no. 2, pp. 91-135

Market niche

BURT, R. S., I. TALMUD, "Market niche", *Social Networks*, 1993, vol. 15, no. 2, pp. 133-149

Measuring age as a structural concept

BURT, R. S., "Measuring age as a structural concept", *Social Networks*, 1991, vol. 13, no. 1, pp. 1-34

Interorganization Contagion in Corporate Philanthropy

GALASKIEWICZ, J., R. S. BURT, "Interorganization Contagion in Corporate Philanthropy", *Administrative Science Quarterly*, 1991, vol. 36, no. 1, pp. 88-105

Detecting role equivalence

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Another Look at the Network Boundaries of American Markets

BURT, R. S., D. S. CARLTON, "Another Look at the Network Boundaries of American Markets", *American Journal of Sociology*, 1989, vol. 95, no. 3, pp. 723-753

The Stability of American Markets

BURT, R. S., "The Stability of American Markets", *American Journal of Sociology*, 1988, vol. 94, no. 2, pp. 356-395

Some properties of structural equivalence measures derived from sociometric choice data

BURT, R. S., "Some properties of structural equivalence measures derived from sociometric choice data", *Social Networks*, 1988, vol. 10, no. 1, pp. 1-28

Social Contagion and Innovation: Cohesion versus Structural Equivalence

BURT, R. S., "Social Contagion and Innovation: Cohesion versus Structural Equivalence", *American Journal of Sociology*, 1987, vol. 92, no. 6, pp. 1287-1335

A note on the general social survey's ersatz network density item

BURT, R. S., "A note on the general social survey's ersatz network density item", *Social Networks*, 1987, vol. 9, no. 1, pp. 75-85

A note on sociometric order in the general social survey network data

BURT, R. S., "A note on sociometric order in the general social survey network data", *Social Networks*, 1986, vol. 8, no. 2, pp. 149-189

A note on scaling the general social survey network item response categories

BURT, R. S., M. G. GUILARTE, "A note on scaling the general social survey network item response categories", *Social Networks*, 1986, vol. 8, no. 4, pp. 387-396

Relation contents in multiple networks

BURT, R. S., T. SCHØTT, "Relation contents in multiple networks", *Social Science Research*, 1985, vol. 14, no. 4, pp. 287-308

Network items and the general social survey

BURT, R. S., "Network items and the general social survey", *Social Networks*, 1984, vol. 6, no. 4, pp. 293-339

Corporate Philanthropy as a Cooptive Relation

BURT, R. S., "Corporate Philanthropy as a Cooptive Relation", *Social Forces*, 1983, vol. 62, no. 2, pp. 419-449

Studying Status/Role-Sets as Ersatz Network Positions in Mass Surveys

BURT, R. S., "Studying Status/Role-Sets as Ersatz Network Positions in Mass Surveys", *Sociological Methods & Research*, 1981, vol. 9, no. 3, pp. 313-337

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Autonomy in a Social Topology

BURT, R. S., "Autonomy in a Social Topology", *American Journal of Sociology*, 1980, vol. 85, no. 4, pp. 892-925

Positions in Networks

BURT, R. S., "Positions in Networks", *Social Forces*, 1976, vol. 55, no. 1, pp. 93-122

Proceedings/Presentations

Guanxi and Structural Holes

BURT, R. S., S. OPPER, "Guanxi and Structural Holes" in 83rd Annual Meeting of the Academy of Management, 4-8 August, 2023, Boston, United States of America

Emotional Energy and Structural Holes

BURT, R. S., S. OPPER, G. SODA, "Emotional Energy and Structural Holes" in Intra-Organizational Networks Conference (ION Conference), April 14-16, 2023, Lexington, KY, United States of America

Edited Books

Social Capital, Social Support and Stratification: An Analysis of the Sociology of Nan Lin

BURT, R. S., Y. BIAN, L. SONG, N. LIN (Eds.), "Social Capital, Social Support and Stratification: An Analysis of the Sociology of Nan Lin" - 2019, Edward Elgar Publishing

Social Capital. Theory and Research

LIN, N., K. COOK, R. S. BURT (Eds.), "Social Capital. Theory and Research" - 2001, Routledge