

SARAS D. SARASVATHY

Darden Graduate School of Business

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Academic Positions and Prior Work Experience

2009 – Present Isadore Horween Research Associate Professor of Business Administration
University of Virginia, Darden Graduate School of Business Administration
2004 – 2009 Associate Professor of Business Administration
University of Virginia, Darden Graduate School of Business Administration
2002 – 2004 Assistant Professor of Entrepreneurship
University of Maryland, R H Smith School of Business,
1998 – 2002 Assistant Professor of Entrepreneurship
University of Washington, Seattle
1980 – 1991 Co-founded and operated five ventures

Education

1994-1998: Ph.D. (Information Systems and Entrepreneurship), Carnegie Mellon University
(Thesis supervised by Herbert Simon and Lester Lave)
1992-1994: MSIA (MBA equivalent-Concentrations in Entrepreneurship and Finance),
Carnegie Mellon University
1980: B.Com. (Major in Statistics), University of Bombay, India.

Other Academic Positions

- Associate Editor, Journal of Business Venturing – 2005 to present
- Member, Editorial Board, Strategic Entrepreneurship Journal – 2009-
- Member, Editorial Board, Academy of Management Journal – 2004 to 2006
- Haniel Guest Professor, Humboldt University, Berlin – Summer of 2006
- Mercatus Fellow, George Mason University – 2006-2008
- Board Member, IDEA, Denmark – 2007 to present
- Advisory Board member, International Master in Entrepreneurship Education and Training,
University of Aarhus, Denmark – 2007 to present
- Adjunct international faculty member, Center of Business Innovation, Chalmers University,
Goteborg, Sweden – 2006-2007
- Batten Research Fellow, Darden Graduate School of Business Administration, University of Virginia
– 1999-2001

RESEARCH PUBLICATIONS

Books

- Sarasvathy, S. D. 2008. *Effectuation: Elements of Entrepreneurial Expertise*. Edward Elgar, New Horizons in Entrepreneurship Series. (Nominated for Terry Book Award, Academy of Management)
- Sarasvathy, S. D., Venkataraman, S., and Dew, N. Forthcoming 2010. *Made, as well as found: Researching entrepreneurship as a science of the artificial*. Yale University Press.

White Papers

- Sarasvathy, S. D. and Venkataraman, S. 2008. *Ought to can: Questions for an entrepreneurial future*. Included in ten papers selected for the first World Entrepreneurship Forum held under the aegis of French President Nicolas Sarkozy in Evian, November 13-15 2008.
- Venkataraman, S. and Sarasvathy, S. D. 2008. *The fabric of regional entrepreneurship* Included in ten papers selected for the first World Entrepreneurship Forum held under the aegis of French President Nicolas Sarkozy in Evian, November 13-15 2008.

Peer- Reviewed Journal Articles

- Pacheco, D. F., York, J. G., Dean, T. J. and Sarasvathy, S. D. Forthcoming 2010. *The co-evolution of institutional entrepreneurship: A tale of two theories*. **Journal of Management**.
- Sarasvathy, S. D., Dew N., Read, S. and Wiltbank, R. *On the entrepreneurial genesis of new markets: Effectual transformations versus causal search and selection*. **Journal of Evolutionary Economics**, forthcoming 2010.
- Sarasvathy, S. D. and Dew, N. 2009. *Without judgment: An empirically-based entrepreneurial theory of the firm*. **Review of Austrian Economics**, forthcoming 2010.
- Read, S., Dew, N., Sarasvathy, S. D. and Wiltbank, R. 2009. *Marketing under uncertainty: The logic of an effectual approach*. **Journal of Marketing**, 73: 1-18.
- Dew N., Sarasvathy, S. D., Read, S. and Wiltbank, R. 2009. *Affordable Loss: Behavioral economic aspects of the plunge decision*. **Strategic Entrepreneurship Journal**, Vol 3 (2): 105-126.
- Dew, N., Read, S., Sarasvathy, S. D., and Wiltbank, R. 2009. *Effectual versus predictive logics in entrepreneurial decision-making: Differences between experts and novices*, **Journal of Business Venturing**, 24(4): 287-309
- Wiltbank, R., Read, S., Dew, N., and Sarasvathy, S. D. 2009. *Prediction and control under uncertainty: Outcomes in angel investing*, **Journal of Business Venturing**, 24(2): 116-133
- Hayward, M., Forster, W. and Fredrickson, B. *Beyond hubris: How highly confident entrepreneurs rebound for new venture formation and success*. In press, **Journal of Business Venturing**, corrected proof available online May 2, 2009
- Harmeling, S., Sarasvathy, S. D., and Freeman, R. E. 2009. *Related Debates in Ethics and Entrepreneurship: Values, Opportunities and Contingency*, **Journal of Business Ethics**, 84(3): 341-365.

- Dew, N. and Sarasvathy, S.D., Read, S. & Wiltbank, R. 2008. *Immortal Firms in Mortal Markets? An Entrepreneurial Perspective on the Innovator's Dilemma*. **European Journal of Innovation Management**, 11(3); 313-329.
- Dew, N., Read, S., Sarasvathy, S. D., and Wiltbank, R. 2008. *A behavioral theory of the entrepreneurial firm*. **Journal of Economic Behavior and Organization**, Vol. 66 (1) 37–59
- Sarasvathy, S. D., and Dew, N., 2008. *Effectuation and Over-Trust: Debating Goel and Karri*, **Entrepreneurship Theory and Practice**, Volume 32, Issue 4, Page 727-737, Jul 2008
- Sarasvathy, S. D., Dew, N., Read, S., and Wiltbank, R. 2008. *Designing Organizations that Design Environments: Lessons from Entrepreneurial Expertise*, **Organization Studies**, 29(3): 331-350
- Sarasvathy, S. D., and Dew, N., 2008. *Is Effectuation Lachmannian? A Response to Chiles, Bluedorn, and Gupta (2007)*, **Organization Studies** 29(2): 239-245
- Dew, N., and Sarasvathy, S. D. 2007. *Innovations, stakeholders and entrepreneurship*. **Journal of Business Ethics**, 74(3): 267-283.
- Wiltbank, R Dew, N., Read, S., and. Sarasvathy, S. D. 2006. *What to do next? The case for non-predictive strategy*. **Strategic Management Journal**, 27 (10): 981–998
- Sarasvathy, S. D., and Dew N. *New market creation as transformation*. 2005. **Journal of Evolutionary Economics** 15(5): 533-565.
- Sarasvathy, S. D., and Dew N. *Entrepreneurial logics for a technology of foolishness*. 2005. **Scandinavian Journal of Management** 21: 385-406
- Sarasvathy, S. D., 2004. *Making It Happen: Beyond Theories of the Firm to Theories of Firm Design*. **Entrepreneurship Theory and Practice**, Winter: 519-531.
- Sarasvathy, S. D. 2004. *The questions we ask and the questions we care about*. **Journal of Business Venturing**, 19(5):707-720.
- Dew N., Sarasvathy, S. D. and Venkataraman, S. 2004. *Economic Implications of Exaptation*. **Journal of Evolutionary Economics**. 14: 69-84.
- Augier, M. Sarasvathy, S. D. and Sarasvathy, S. D. 2004. *Integrating evolution, cognition, and design: Extending 'Simonian' perspectives to strategic organization*. **Strategic Organization**, 2 (2): 169-204
- Sarasvathy, S. D. 2003. *Entrepreneurship as a Science of the Artificial*. **Journal of Economic Psychology**, 24: 203-220.
- Sarasvathy, S. D. 2003. *Founding moral reasoning on evolutionary psychology: A critique and an alternative*. **Business Ethics Quarterly**. (The Ruffin Series #4 on Business, Science and Ethics).
- Sarasvathy, S. D. 2002. *Entrepreneurship as economics with imagination*, **Business Ethics Quarterly**. (The Ruffin Series #3 on Entrepreneurship and Business Ethics): 95-112.
- Sarasvathy, S. D. 2001. *Effectual reasoning in expert entrepreneurial decisions: Existence and bounds*, **Academy of Management 2001 Meeting Best Paper Proceedings**, ENT D1-D6. The longer version won the Newman Award.
- Sarasvathy, S. D. 2001. *Causation and Effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency*, **Academy of Management Review**, 26(2): 243-288.
- Sarasvathy, S. D. 2000. *Report on the Seminar on Research Perspectives in Entrepreneurship*, **Journal of Business Venturing**, 15(1): 1-58. (Participating authors: Kenneth Arrow, Morton Kamien, Mancur Olson, Donald Sexton, Herbert Simon, and S. Venkataraman)

- Sarasvathy, S. D., Simon, H. A, and Lave, L. B. 1998. *Perceiving and managing business risks: Differences between entrepreneurs and bankers*, **Journal of Economic Behavior and Organization**, 33(2): 207-226.
- Sarasvathy, S. D. 1997. *How do firms come into existence? Towards a theory of the entrepreneurial process*, **Frontiers of Entrepreneurship Research-1997**.

Articles Under Review

- with de Colle, S. and Henriques, A. *The paradox of CSR standards*. **Business Ethics Quarterly**.
- with Dew N. *New means-ends frameworks: An effectual process approach*. **Journal of Management**.
- with Forster, W. and Hayward, M. *An error based theory of entrepreneurial overconfidence*. **Strategic Management Journal**.
- with Menon, A. R. *Failing firms and successful entrepreneurs: Serial entrepreneurship as a temporal portfolio*. **Small Business Economics**.
- with Wicks, A. C. *Value creation through entrepreneurship: Reconciling the two meanings of the good life*. **Academy of Management Review**

Book Chapters

- Sarasvathy, S. D. and Berglund H. 2010. *On the relevance of decision making in entrepreneurial decision making*. In **Historical Foundations of Entrepreneurship Research**, Lohrke, F. and Landstrom H. eds., Edward Elgar. Forthcoming.
- Sarasvathy S. D. 2010. *Herbert Simon*. In **Les grands inspirateurs de la théorie des organisations**. Olivier, G. Editor in the series published by Editions Management et Société (EMS), France. Forthcoming.
- Sarasvathy S. D. 2010. *Competitive advantages and entrepreneurial opportunities*. **Revue française de gestion (French journal of management)**. Forthcoming.
- Sarasvathy, S. D., Dew, N. and Ventresca, M. 2008. *Unpacking entrepreneurship as collective activity*, In G. T. Lumpkin & J. A. Katz, (Eds.), **Advances in Entrepreneurship, Firm Emergence, and Growth, Vol. 11: Entrepreneurial Strategic Content**, 261-281. Bingley, UK: Emerald Group Publishing.
- York, J. G. Sarasvathy, S. D. and Larson, A. *The thread of inchoate demand in social entrepreneurship*. **Third volume of the proceedings of the International Social Entrepreneurship Conference** published by Palgrave Macmillan, edited by Kai Hockerts, Jeffrey Robinson, and Johanna Mair.
- Sarasvathy, S. D. *Causation and Effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency*, *Academy of Management Review*, 26(2): 243-288. Reprinted in “**New Firm Startups**” 2006. edited by Per Davidsson in an Edward Elgar book series edited by David Audretsch.
- Sarasvathy, S. D., Dew, N. and Goldfarb, B. 2006. *Optimal Inertia: When organizations should fail*. In Joel A.C. Baum, Stanislav D. Dobrev and Arjen van Witteloostuijn, (Editors). **Ecology and Strategy: Advances in Strategic Management, Vol. 23**, Elsevier.

- Sarasvathy, S. D., 2004. *Constructing corridors to economic primitives: Entrepreneurial opportunities as demand side artifacts*. In John Butler, ed., **Opportunity Identification and Entrepreneurial Behavior**, IAP.
- Sarasvathy, S. D. 2002. *Causation and Effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency*, *Academy of Management Review*, 26(2): 243-288. Reprinted in the **Foundations of Entrepreneurship**, Scott Shane (Editor), Edward Elgar Press (2002)
- Sarasvathy, S. D., Dew, N., Velamuri, R. and S. Venkataraman 2002. *Three Views of Entrepreneurial Opportunity*, In **International Handbook of Entrepreneurship**, Audretsch and Acs, Eds..
- Sarasvathy, S. D. 2001. with Venkataraman, S. *Strategy and Entrepreneurship: Outlines of an untold story*, In **Handbook of Strategic Management**, Michael Hitt, Edward Freeman, and Jeffrey Harrison, Eds.
- Sarasvathy, S. D. 2001. Kotha, S. *Dealing with Knightian uncertainty in the new economy: The Real Networks case*, In **Research on Management and Entrepreneurship**, John Butler, Series Editor, IAP Inc. Greenwich, CT, Vol 1: 31-62.

Working Papers

- With Dew, N. *A pre-commitment approach to building effectual networks*. **American Sociological Review**.
- With Dew, N. *Free markets or grue markets? Goodman, Davidson, and a philosophy of entrepreneurship*. **Journal of Philosophy**.
- With Dew N., Read, S., and Wiltbank, R. *Empirical investigations of effectual logic: Implications for strategic entrepreneurship*. **Entrepreneurship Theory and Practice**
- With Dew N., Read, S., and Wiltbank, R. *Accounting for the future: Psychological aspects of effectual entrepreneurship*. **Psychological Review**
- With Goldfarb, B. and Marschke, G. *Serial entrepreneurship: Antecedents and consequences*. **American Economic Review**.
- With Grichnik, D., Kuchle, G., and Menon, A. *Simulating serial entrepreneurship as a temporal portfolio*. **Management Science**
- With Menon, A. and Dew, N. *Even-if: Philosophy and methodology of effectual economics*. **Economics and Philosophy**.
- With Moses, T. P. *Language and the entrepreneur: Theories of human development as implicit theories of firm growth*, **Organization Science**.

Publications for the Practicing Manager

- Read, S. and Sarasvathy, S. D. 2009. *Idea Generation*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine December 2009
- Read, S. and Sarasvathy, S. D. 2009. *Dark Secrets*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine July 2009

- Read, S. and Sarasvathy, S. D. 2009. *Crisis? What crisis?* Lessons in Entrepreneurship Series, British Airways In-flight Magazine March 2009
- Read, S. and Sarasvathy, S. D. 2008. *Winds of Change*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine December 2008
- Read, S. and Sarasvathy, S. D. 2008. *All dolled up*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine September 2008
- Read, S. and Sarasvathy, S. D. 2008. *The Best Medicine*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine June 2008
- Read, S. and Sarasvathy, S. D. 2008. *Global Reach*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine March 2008
- Read, S. and Sarasvathy, S. D. 2008. *Growing up*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine January 2008
- Sarasvathy, S. D. 2007. *Managerial Thinking versus Entrepreneurial Thinking*. Published in February 2007 in Businessgyan Magazine, Bangalore India, Vol BG71
- Read, S. and Sarasvathy, S. D. 2007. *The show must go on*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine October 2007
- Read, S. and Sarasvathy, S. D. 2007. *How to learn to let go*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine September 2007
- Read, S. and Sarasvathy, S. D. 2007. *Sprint finishes*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine May 2007
- Read, S. and Sarasvathy, S. D. 2007. *Iceman cometh*. Lessons in Entrepreneurship Series, British Airways In-flight Magazine June 2007
- Sarasvathy, S. D., and Read, S. 2005. *Knowing what to do and doing what you know: Effectuation as a form of entrepreneurial expertise*. Journal of Private Equity 9(1): 45-62
- Sarasvathy, S. D. 2004. *What makes entrepreneurs entrepreneurial?* Batten Briefings Summer 2004.
- Sarasvathy, S. D. 2003. Read, S. *Entrepreneurial Expertise* in Blackwell Encyclopedia of Entrepreneurship, edited by Mike Hitt and Duane Ireland
- Sarasvathy, S. D. 2003. Wiltbank, R. *Business Angel Network* in Blackwell Encyclopedia of Entrepreneurship, edited by Mike Hitt and Duane Ireland

RESEARCH (ACTIVITIES OTHER THAN PUBLICATIONS)

Doctoral Students Supervised

William Forster	Darden (Committee chair)
Jeffrey York	Darden (Committee chair)
Susan Harmeling	Darden (Committee member)
Troy Harting	Darden (Committee member)
Nicholas Dew	Darden (Committee member)
Laura Dunham	Darden (Committee member)
John McVea	Darden (Committee member)

Rama Velamuri	Darden (Committee member)
Stuart Read	University of Washington (Advisor)
Robert Wiltbank	University of Washington (Advisor)
Henrik Berglund	Chalmers University of Technology, Sweden (Opponent)
Rene Mauer	Aachen, Germany (Advisor)
Igor Kalinic	University of Padua, Italy (Advisor)

Awards and Honors

- 2009 (inaugural) winner of the Gerald E. Hills best paper award from the American Marketing Association: *Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency*, published in the *Academy of Management Review* (2001)
- 2009 Nominee for the Terry Book Award from the Academy of Management: *Effectuation: Elements of Entrepreneurial Expertise*, published by Edward Elgar.
- 2009 Winner of the outstanding paper award at the Literati Network Awards for Excellence: *Immortal firms in mortal markets: An entrepreneurial perspective on the Innovator's Dilemma*, published in *European Journal of Innovation Management* (2008).
- 2009 McIntire School Spring Symposium on Global Commerce Panel with Dr. Jeffrey Sachs
- 2008 Falcone Distinguished Entrepreneurship Scholar, Syracuse University
- 2008 Best Paper in “Advancing entrepreneurship and enterprise education” Track awarded by Institute for Small Business and Entrepreneurship (ISBE) for *Contingency as Resource: Educating entrepreneurs in the Balkans, the Bronx and Beyond* co-authored by Susan Harmeling
- 2007 Fortune Small Business Magazine Ranking of Top 18 Entrepreneurship Professors, Sep 2007
- William H. Newman award for best single-authored paper out of a dissertation, annual meeting of the Academy of Management, August 2001 at Washington DC.
- First Batten Research Fellow at The Darden Graduate Business School, University of Virginia
- Outstanding Contribution to Undergraduate Education Award (1998-99 and 1999-2000)
- Nominated for Professor of the Quarter, University of Washington MBA Program -- Spring 2002

Keynote Addresses

- 2010 Keynote Speaker at the DRUID DIME Winter Conference, Skorpning, Denmark
- 2009 Keynote Speaker at the Gateway Conference on Entrepreneurship Research, Saint Louis University, St Louis, MO – March 5-8
- 2008 Annual Lecture for Entrepreneurship Fellows, Academy for Entrepreneurial Leadership, University of Illinois, Urbana-Champaign
- 2008 Keynote speaker, USASBE 2008, in San Antonio, Texas
- 2007 Keynote speaker, T. A. Pai Management Institute, Manipal, India
- 2007 Keynote speaker, G-Forum in Aachen, Germany
- 2007 Leeds distinguished lecture, University of Colorado at Boulder in October 2007
- Keynote speaker at the First International Research Conference on Entrepreneurship in Emerging Regions, held at the Indian School of Business in Hyderabad, India in December 2006
- Educational seminar for congressional staffers organized by Mercatus Center’s Capitol Hill Campus in November 2006
- Keynote speaker at the IDEA conference on Entrepreneurship Education held at the University of Southern Denmark in Kolding, Denmark in October 2006. (IDEA is a consortium of 35 Danish universities and colleges, striving to improve research and teaching in the field of entrepreneurship)

- Keynote speaker at the third European Summer University conference, held at the University of Tampere, Finland in August 2006
- Haniel Lecture at Humboldt University, Berlin in June 2006
- Keynote speaker at the Entrepreneurship & Ethics Conference, University of Minnesota, April 2006
- ESTRAD Lecture, ESBRI, Stockholm, Sweden in January 2006
- Key note address at the conference of Deans of Business Schools, Ateneo de Manila University, Manila, Philippines in 2005
- Key-note speaker at III International Conference on Entrepreneurship Research in Latin America held at Rio de Janeiro, Brazil, in November 2004
- Key-note speaker at the First West Coast Symposium on Entrepreneurship Research, 2003
- Key note speaker at Boeing Leadership Center's 2002 Waypoint Expedition
- Key note speaker at the First ETP Conference on Entrepreneurial Cognition -- 2002, University of Victoria, BC Canada

Invited Presentations Other Than Keynote Addresses

- 2007 Austrian Economics Conference on the Theory of the Firm, George Mason Univ, Washington DC
- 2007 Ringberg Conference on Strategic Entrepreneurship, Max Planck Institute, Germany
- 2007 3rd Annual Smith Entrepreneurship Research Conference, U of Maryland
- 2006 Research Seminar at Witten Herdecke University, Germany
- 2006 Research Seminar at RWTH Aachen University, Germany
- 2006 Research Seminar at University of Giessen, Germany
- 2006 Research Seminar at Eindhoven University of Technology, Netherlands
- 2006 Research Seminar at Instituto Superior Técnico, Lisbon, Portugal
- 2006 Research Seminar at University of Trento, Milan
- 2006 Winter Strategy Conference at Brigham Young University, Utah
- 2006 Workshop on Firm Exit and Serial Entrepreneurship, Max Planck Institute, Jena, Germany
- 2005 Darden Net Impact
- 2005 Charlottesville Venture Group Forum
- 2005 Second ETP Conference on Entrepreneurial Cognition – IVEY Business School, London, Canada.
- 2003 Academy of Management, Session on Behavioral Theory of the Firm, chaired by James G. March.
- 2002 LINK conference, Copenhagen Business School.
- 2002 JBV Conference in honor of Howard Aldrich
- 2002 ETP Conference on Entrepreneurial Cognition – Keynote address, University of Victoria
- 2002 Ruffin Lecture Series in Business Ethics – The Darden School, University of Virginia
- 1998 Ruffin Lecture Series in Business Ethics – The Darden School, University of Virginia

Research featured in the media

- National Post (Toronto) – May 19, 2009
- Business Week – May 4, 2009
- Harvard Business Publishing – May 4, 2009
- Forbes.com – January 18, 2008
- The Economic Times (India) – December 18, 2007
- The Hook – April 5, 2007
- Yahoo Finance – March 28, 2007
- Boston Globe – March 4, 2007
- Boston Globe – June 25, 2006
- Business Week -- Aug 6, 2001
- Entrepreneur Magazine -- Dec 2001

- CIO Insight -- Oct 2001
- The Herald (Scotland) -- Aug 14, 2001

Grants Received

2006-2010	Four year research grant from the Australian Research Commission (ARC) for the <i>Australian Panel Study of Entrepreneurial Dynamics</i> . Partners in the project include Per Davidsson from Queensland University of Technology in Australia and Paul Reynolds from London Business School. This is the largest ARC grant to a research project in business and economics in Australia.
1998 – 2003	Buerk Faculty Fellowship in Entrepreneurship
Summer 2001	CIBER summer research grant for international business and entrepreneurship
1996 - 1997	Kauffman Doctoral Dissertation Fellowship
1994 - 1996	Entrepreneurship Research Grant from the Ewing Marion Kauffman Foundation
1994 - 1997	William Larimer Mellon Doctoral Fellowship
1993 - 1994	Jerry Holleran Scholarship

TEACHING

Teaching Awards and Honors

- Outstanding Contribution to Undergraduate Education Award (1998-99 and 1999-2000)
- Nominated for Professor of the Quarter, University of Washington MBA Program -- Spring 2002

Teaching Materials

Primary course development: Using effectuation in the creation of new ventures and new markets; specific applications to the creation of technology ventures and social ventures; understanding entrepreneurship as form of expertise. Technical note *What makes entrepreneurs entrepreneurial* (Darden Case Collection ENT-0065) is being used by over 20 schools around the world.

Textbook / trade book on effectuation:

The Crazy Quilt: How Expert Entrepreneurs Transform Uncertainty into Opportunity (Expected date of publication: June 30, 2010)

Cases (with Teaching Notes)

UVA-ENT-0070:	Taking the Plunge: New Luxury Ventures (A)
UVA-ENT-0070TN:	Taking the Plunge: New Luxury Ventures Teaching Note
UVA-ENT-0083:	Felipe Vergara and Lumni: Launching an Innovation in a Developing Economy
UVA-ENT-0083TN:	Felipe Vergara and Lumni: Teaching Note
UVA-ENT-0119:	Cold Opportunity (A): The Nils Bergqvist Story
UVA-ENT-0120:	Cold Opportunity (B): The IceHotel Story

UVA-ENT-0121: Cold Opportunity (C): The Absolut Icebars Story
UVA-ENT-0119TN: Cold Opportunity (A), (B), and (C) Teaching Note

Technical Notes

UVA-ENT-0065: What Makes Entrepreneurs Entrepreneurial?
UVA-ENT-0071: Boards for a New Venture: Putting Together Boards and Working with Them
UVA-ENT-0072: Legal issues for new ventures: Choice of lawyer and choice of identity
UVA-ENT-0073: The Entrepreneurial Method: How Expert Entrepreneurs Create New Markets
UVA-ENT-0074: New Venture Performance
UVA-ENT-0075: The Affordable Loss Principle
UVA-ENT-0090: The Bird-in-Hand Principle: Who I Am, What I Know, and Whom I Know
UVA-ENT-0132: Ought to Can: Questions for an Entrepreneurial Future

Courses Designed and Taught

Courses taught at Darden:

2004-09 Starting New Ventures (SY Elective)
2007-09 Entrepreneurial Thinking, (FY Elective)
2004-05 Business Ethics (Core)
2006 & 2008 Markets in Human Hope (Doctoral + SY Elective)
Q3+Q4 2005 & 2006 Entrepreneurship I and II (Doctoral)
Q1+Q2 2005 Behavioral Economics (Doctoral)

Executive Education

2009 *VentureLab Twente*
One day training session for technology entrepreneurs in the Netherlands
2007 and 2008 *Leading Organic Growth*
Darden Exec Ed Program led by Jeanne Liedtka
2007 *So you want to be an entrepreneur?*
Lifelong learning seminar for Darden alumni
2002 *Boeing Leadership Seminar (2 day program)*
Exclusively for managers selected for Boeing's Waypoint Expedition Program

Masters and executive level courses in entrepreneurship taught internationally:

2008: University of Aarhus, Denmark
2007: University of Auckland, New Zealand
2006: Humboldt University, Berlin

Other Doctoral Courses (Designed and taught)

Classics of Economic Thought in Entrepreneurship (University of Colorado at Boulder, Aug 2009)
Themes from effectuation (Foster Business School, University of Washington, May 2009)
DREAM (Pan-European Doctoral Retreat, Denmark, May 2008 and Oct 2009)
Doctoral Seminar on Effectuation (Indiana University, Bloomington, 2006)
Classics of Economic Thought in Entrepreneurship (University of Colorado at Boulder, Aug 2005)
Themes from effectuation (The Darden School, University of Virginia, Fall 2003)
Technology, innovation and entrepreneurship (University of Washington, Spring 2002)
Economic theories in strategic management (University of Washington, Winter 2001)
Classics in strategy (University of Washington, Fall 2000)
Seminar on creativity (Joint between Darden and U. of Washington, Summer 2000)
Research methods exemplars (The Darden School, University of Virginia, Fall 1999)

Typical courses taught at the University of Maryland (2002-2004)

Entrepreneurship (MBA Spring 2003)	(Rated 4.61 on a 1-5 scale)
Social Entrepreneurship (MBA Spring 2003)	(Rated 4.65 on a 1-5 scale)

Typical courses taught at University of Washington (1998 – 2002)

Entrepreneurship (MBA Fall 2000)	(Rated 4.61 on a 1-5 scale)
Entrepreneurship (Undergraduate Spring 2000)	(Rated 4.65 on a 1-5 scale)
Strategic Management (PhD Fall 2000)	(Rate 4.83 on a 1-5 scale)

Courses taught as a doctoral student at the Graduate School of Industrial Administration (recently renamed The Tepper School, Carnegie Mellon University, 1995-1998 *(Evaluations for the different courses taught improved from 3.52 to 4.80 on a 1 to 5 rating scale)*

- Executive education: *Manual for Developing Continuing Education Programs in Entrepreneurship*, co-authored with Jack Roseman, John Thorne, and John Mather.
- Undergraduate: Developed and taught a new course titled “Technology-based Entrepreneurship” -- primarily for students of electrical and computer engineering, and computer science. Other undergraduate courses taught include Entrepreneurship I, Entrepreneurship II, Marketing, Introduction to Business Management, and Computer Workshops.
- MBA: Developed and taught a new module of “Consulting Entrepreneurship” for MBA students from the Ukraine.
- General: Taught several topics in business including the “People Express” simulation management game to international students (both MBA and undergraduate) of The Summer Institute.

SERVICE

Outside Darden

- 2008 to present: Editorial Board, Strategic Entrepreneurship Journal
- 2009-Member, Editorial Board, Strategic Entrepreneurship Journal
- 2005 to present: Associate Editor, Journal of Business Venturing
- 2005 to present: Member, Network of Scholars, Social Change Project, Mercatus Center, George Mason University
- 2005 to present: Member, Babson Conference Research Committee

Curriculum Vitae – Revised January 28, 2010

- 2004 to present: Member, Academy of Management Research Committee
- 2004 to 2006: Editorial Board, Academy of Management Journal
- 2002 Academy of Management Meeting in Denver -- Organized a Professional Development Workshop on Research Methods
- 2001—2003: Reviewer board, Academy of Management Review
- Board member, 2001 to 2002 -- Northwest Entrepreneurial Network, Seattle, WA.
- Research Advisory Panel, 2000 -- National Commission on Entrepreneurship, Washington DC.

At Darden

- Jefferson Scholars Committee 2008-09
- Academic Standards Committee 2007-08
- Faculty Supervisor for Karen Lang 2007-09
- Director of Admissions Search Committee (Part time)
- Sheppard Award Committee -- 2005-07

At University of Maryland

- Strategic Planning Committee
- Entrepreneurship new faculty search committee

At University of Washington

- Curriculum Development Committee, Program in Entrepreneurship and Innovation, University of Washington, 1999-2001.
- M&O Ph.D. Program Review Committee, 2000-02.
- Strategy Faculty Recruitment Committee, 2000-01.
- Research Committee (Summer funding), 2000-02.
- MBA Curriculum Development Committee, M&O Dept. 2000-01.
- Undergraduate Curriculum Development Committee, M&O Dept. 2000-01.