

## S. VENKATARAMAN

Darden Graduate School of Business  
University of Virginia  
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### I. EDUCATIONAL BACKGROUND

MA (HONS.), Economics, Birla Institute of Technology and Science, Pilani, India, 1979.  
MBA Indian Institute of Management, Calcutta, 1982.  
Ph D Carlson School of Management, University of Minnesota, 1989.

### II. TEACHING ACCOMPLISHMENTS

#### A. Teaching positions held

Instructor, University of Minnesota, 1985-1989

Paul Yeakel Term Assistant Professor, Wharton School, University of Pennsylvania  
July 1989 - June 1995

Warren H. Bruggeman '46 and Pauline Urban Bruggeman Distinguished Chair at Rensselaer Polytechnic Institute and Associate Professor of Management, with Tenure, July 1995 – June 1998

Samuel L. Slover Associate Professor of Business Administration, with Tenure  
Director of Research, Batten Institute, Darden School, University of Virginia  
July 1998 – June 2001

Samuel L. Slover Research Professor of Business Administration, with Tenure  
Director of Research, Batten Institute, Darden School, University of Virginia  
July 2001 – June 2004

MasterCard Professor of Business Administration  
Director of Research, Batten Institute, Darden School, University of Virginia  
July 2004 – Current

#### B. Courses taught

##### *Undergraduate:*

Strategic Management and General Management, University of Minnesota  
Introduction to Entrepreneurship, RPI

##### *Graduate:*

MBA course in Technology, Strategy & Competitive Advantage, RPI  
MBA course in Introduction to Entrepreneurship, Wharton, RPI, Darden, ISB  
MBA course in Corporate Venturing & Development, Darden  
MBA course in Strategy, Darden  
MBA course in eStrategy, Darden

MBA Seminar in Strategy, Darden

*Executive Education:*

Executive MBA course in Entrepreneurship, Wharton, Darden  
Executive MBA course in Corporate Venturing, Wharton, RPI  
Executive MBA course in Corporate & Business Strategy, RPI  
Executive Education courses at RPI, Darden, Indian School of Business  
Faculty Leader, Leading Innovation & Entrepreneurship, Darden Executive Program  
Faculty Leader, PepsiCo Senior Executive Program  
Faculty Leader, Genworth Strategic Planning Workshop  
Faculty Leader, The Mind of the CFO: Becoming a Strategic Leader  
The Executive Program, Darden  
Numerous open-enrollment & custom programs

*Guest Professor:*

Guest Professor in Executive MBA, Wharton School, University of Pennsylvania,  
Bocconi University, Milan, Italy,  
DUXX, Monterrey, Mexico  
IPADE, Mexico City, Mexico  
National University of Singapore  
Indian School of Business, Hyderabad  
Humboldt University, Berlin, Germany  
Singapore Management University  
The University of Auckland

**C. Courses created/ developed**

*Undergraduate:*

Business Policy & Strategy, Carlson School of Management, University of Minnesota.  
University wide course on Entrepreneurship, RPI.

*Graduate:*

MBA elective in Entrepreneurship, Wharton School, RPI, Darden.  
MBA course in Strategy, Technology and Competitive Advantage, RPI.  
MBA course in Corporate Venturing & Development, Darden  
MBA course in eStrategy, Darden  
MBA Course in Strategy, Duxx  
MBA Course in Entrepreneurship, Duxx, ISB  
Seminar in Strategy, Darden

*Executive Education:*

Executive MBA Elective on Corporate Venturing, Wharton School  
Executive MBA Elective on Entrepreneurship, Darden, Wharton School and RPI  
Executive MBA elective in Leading /strategic Change, Darden  
Executive MBA Course on Strategy, RPI  
Executive MBA course on Corporate Venturing and Entrepreneurship at RPI  
Executive Education Seminar on Corporate Development at RPI

Executive Education program on Leading Innovation and Entrepreneurship at Darden  
Senior Executive Program for PepsiCo  
Strategy & Innovation, The Executive Program, Darden  
The Mind of the CFO: Becoming a Strategic Leader  
Strategy Module, Numerous custom and open enrollment programs

*Ph.D. Seminar:*

Numerous Ph.D. Seminars on Technological Entrepreneurship, Wharton, RPI, Darden, Columbia University

**D. Teaching Interests**

Entrepreneurship, Corporate Venturing, Strategy & Competitive Advantage, Ethics, Regional Development, Managing Growth

**E. Consulting & Advising**

*Corporate:*

Intel Corporation  
Erie Insurance  
Haeleys Corporation  
NASA  
Dr. Reddy's Laboratories (India)  
Hewlett-Packard (India)  
Microsoft (India)  
Graphics Control Materials  
Timken Corporation  
Genworth Insurance  
Western and Southern Insurance  
Expeditrix.com  
Econtactoya  
Microbiz.com  
Jinchak.com

*Academic:*

Technopreneurship Center, National University of Singapore, Singapore.  
Academic Advisor, Indian School of Business, Hyderabad, India.  
Academic Advisor, Indian Institute of Information Technology, Pune, India  
Academic Advisor, Strategy Group, Nanyang Technological University, Singapore  
Advisor to the United States and European Commission on Venture Capital and Private Equity Working Group.  
Advisor, US-India Venture Capital Working Group (US Department of Commerce)

**III. RESEARCH/PUBLICATIONS**

**A. Editorships**

Editor: *Journal of Business Venturing*  
Series Editor, Innovation, Yale University Press  
Series Editor: New Horizons in Entrepreneurship, Edward Elger Press  
Co-Editor: Entrepreneurship and Ethics, The Ruffin Series, #3, A publication of the Society for Business Ethics  
Co-Editor: Special issue on Entrepreneurship, Research Policy (with Scott Shane), 2003

## **B. Publications**

### **1. Books**

Made as Well as Found: Researching Entrepreneurship as a Science of the Artificial. Saras Sarasvathy, Sankaran Venkataraman and Nicholas Dew. In Press, Yale University Press: New Haven, CT. Forthcoming 2010

Entrepreneurship in the Emerging Regions Around the World: Theory, Evidence and Implications (Co-Editor with Phillip Phan and Rama Velamuri). Edward Elgar Publication, Cheltenham UK, Northampton, MASS. USA. 2008

The Portable MBA, Fourth Edition. (with R. Bruner, M. Eaker, R.E. Freeman, R. Spekman, and E. Teisberg) New York, NY: John Wiley. 2003

The Innovation Journey. (With A. H. Van de Ven, D. Polley, and R. Garud). Oxford University Press. 1999 (Paperback version 2006)

### **2. Published Papers (\* = Peer reviewed Journals)**

\*Aspirations, market offerings and the pursuit of entrepreneurial opportunities. With Joo-Heon Lee. *Journal of Business Venturing*, 2006 Vol. 21(1), 107-123.

\*Innovative stakeholder relations: When "Ethics" pays (and When it doesn't). With Troy Harting and Susan Harmeling. *Business Ethics Quarterly*, 2006 Vol. 16(1), 43-68.

\*Why Stockholder and Stakeholder Theories are Not Necessarily Contradictory: A Knightian Insight. *Journal of Business Ethics*, 2005, Vol. 61(3): 249-262.

\*An Empirical Study of the Transition from Paid Work to Self-Employment. *Journal of Entrepreneurial Finance and Business Ventures*, 2005, Vol. 10(1): 1-16.

Entrepreneurship and Ethics. In Dictionary of Ethics, R. Edward Freeman and Patricia Werhane (Editors), 2004, Blackwell Press, Pp. 170-175.

Entrepreneurial opportunity. In Encyclopedic Dictionary of Entrepreneurship. Michael Hitt and Duane Ireland (Editors), 2004, Blackwell Press. Pp.100-103.

\* Not walls, windows! Capture value in the digital age. (With Sam Bodily). *Journal of Business Strategy*. 2003, Vol. 25 (3), 15-25.

\* The economic implications of exaptation. (With Nicholas Dew and Saras Sarasvathy). *Journal of Evolutionary Economics*. 2003, Vol. 14(1) 69-85.

Entrepreneurial opportunities. In *Next Generation Business Handbook*. Subir Chowdhury (Editor). John Wiley & Sons: NJ, 2003, 666-679.

\* Dispersed knowledge and an entrepreneurial theory of the firm. (With Nicholas Dew and Rama Velamuri). *Journal of Business Venturing*. 2003, Vol 19 (5), 659-680.

\* Regional transformation through entrepreneurship. *Journal of Business Venturing*. 2003, Vol. 19 (1), 153-167.

\* Doctoral education in the field of entrepreneurship. (With C. G. Brush, et. al.) *Journal of Management*, 2003, Vol. 29(3), 309-331.

Guest editors' introduction to the special issue on technological entrepreneurship. With Scott Shane. *Research Policy*, 2003, Vol. 32 (2), 181-184.

Entrepreneurship: Creating something new and of enduring value with very limited resources. The Portable MBA, Fourth Edition. New York, NY: John Wiley. 2003.

Three views of entrepreneurial opportunity. (With Saras Sarasvathy, Nicholas Dew and Rama Velamuri). In Handbook of Entrepreneurship, Zoltan Acs (Editor). Boston, MA:Kluwer Academic Press, 2002, 141-160.

\* The role of irreversibilities in competitive interaction: Behavioral considerations from Organization Theory. (With Ming-Jer Chen, Ian MacMillan and Sylvia Black). 2002, *Managerial and Decision Economics*.

\* Stakeholder value equilibration and the entrepreneurial process. *Special Issue of the Society for Business Ethics*. 2001, The Ruffin Series # 3.

Strategy and entrepreneurship: Outlines of an untold story. (With Saras Sarasvathy). In Handbook of Strategic Management, Michael Hitt, R. Edward Freeman, and Jeffrey Harrison, (Editors), MA: Blackwell Publishers, 650-668, 2001.

\* Entrepreneurship as a field of research: Encouraging dialogue and debate. (With Scott Shane). In the Dialogue section, *Academy of Management Review*. 2001, Vol 26 (1): 8 -16.

\* The promise of entrepreneurship as a field of research. (With Scott Shane). *Academy of Management Review*. 2000, Vol. 25 (1): 217-226.

Reprinted in the Foundations of Entrepreneurship, Scott Shane (Editor), Edward Elgar Press, 2002.

\* Hostile environmental jolts, transaction set and new business development. (With A. H. Van de Ven). *Journal of Business Venturing*, 1998, Vol. 13 (3), 231- 255.

\* Network effects and technology adoption in US telecommunications. (With S. Majumdar). *Strategic Management Journal*, 1998, Vol. 19 (11), 1045-1062.

The distinctive domain of entrepreneurship research. In Advances in entrepreneurship, firm emergence and growth, Volume III, J. Katz (ed.). JAI Press, 1997, Vol. 3, 119 - 138.

Reprinted in the Foundations of Entrepreneurship, Scott Shane (Editor), Edward Elgar Press, 2002.

Winner: Inaugural IDEA Award for Foundational Research, Entrepreneurship Division of the Academy of Management, 2008

Anticipating reactions: Factors that shape competitor responses. (With Ming Jer Chen and I. C. MacMillan). In G. Day and D. Reibstein (eds.), Wharton on competitive strategies. John Wiley & Sons, New York: NY.

\* Renegade and rational championing strategies: The influence of individualism-collectivism. (With S. Shane). *Organization Studies*, Vol. 17(5), 751-771.

\* Innovation, Competitive advantage and rent: A Model and test. (With R. McGrath, M. Tsai, and I. C. MacMillan). *Management Science*, March, Vol. 423 (3), 389-403.

Extraordinary feats of entrepreneurial enterprise: Strategies of sustained rapid growth. (With Thomas Kraemer). In S. Birley and I. C. MacMillan (Eds.). Proceedings of the fourth global conference on entrepreneurship. 1996, Routledge, 82-107. (Previous versions published in *Frontiers of Entrepreneurship Research*, 1993; and *PDMA Proceedings*, 1993.)

Choice of organizational mode in new business development: Theory and propositions. (With I. C. MacMillan). Entrepreneurship: 2000, D. Sexton and R. Smilor, (eds.). Upstart Publishing, Chicago: Illinois.

\* Defining and developing competence - A strategic process paradigm. (With R. McGrath, and I.C. MacMillan). *Strategic Management Journal*, Vol., 16 (4), 251-275.

\* Cultural differences in innovation championing strategies. (With S. Shane, and I. C. MacMillan). *Journal of Management*, Vol. 21 (5).

\* Developing an entrepreneurship game for teaching and research. (With Murray Low and V. Srivatsan). *Simulation and Gaming*, Vol., 25 (3), 386-404.

\* The advantage chain: Antecedents to rents from internal corporate ventures. (With R. McGrath and I. C. MacMillan). *Journal of Business Venturing*, Vol. 9 (5), 350-369.

\* The effects of liabilities of age and size on autonomous sub-units of established firms in the steel distribution industry. (With M. Low). *Journal of Business Venturing*, Vol. 9 (3): 189-204.

\* The effects of cultural differences in new technology championing behavior within firms. (With S. Shane, and I. C. MacMillan). *Journal of High Technology Management Research*, Vol. 5 (2), 163-181.

\* New technology adoption in US telecommunications: The role of competitive pressures and firm-level inducements. (With S. Majumdar). *Research Policy*, Vol. 22, 521-536.

\* The design of information technology planning systems for varying organizational contexts. (With V. Sambamurthy and G. DeSanctis). *European Journal of Information Systems*, Vol. 2(1), 23-35.

\* Renegade and rational innovation championing strategies in global corporations. (With S. Shane). *Academy of Management, Best Paper Proceedings*, August 1993, 85-89.

Winner, Best paper award, Entrepreneurship Division, Academy of Management Meetings, Las Vegas, 1993.

The outcomes of corporate venturing and corporate renewal: An assessment framework. (With R. McGrath, and I. C. MacMillan). *PDMA Proceedings*, 13-21.

Some central tensions in the management of corporate venturing. (With S. Shane, R. McGrath, and I. MacMillan). In S. Birley and I. MacMillan (Eds.), Proceedings of the second global conference on entrepreneurship, 177-199.

Championing behavior: A study of large Japanese organizations. (With T. Ohe, S. Sano, S. Honjo, S. Shane, and I. MacMillan). Frontiers of Entrepreneurship Research, 427-436.

\* Measuring outcomes in corporate venturing: An alternative perspective. (With R. McGrath and I. C. MacMillan). *Academy of Management, Best Paper Proceedings*, August 1992, 85-89.

Winner, Best paper award, Entrepreneurship Division, Academy of Management Meetings, Las Vegas, 1992.

Desirable disappointment : Capitalizing on failures in new corporate ventures. (With R. McGrath, I. C. MacMillan, and O. Boulind). Frontiers of Entrepreneurship Research, 537-551.

Progress in research on corporate venturing. (With I. C. MacMillan, and R. McGrath), in D.L. Sexton (ed.), State of the art in Entrepreneurship Research, 487-519, Boston, MA: PWS-Kent publishing.

\* Starting up in a turbulent environment: A process model of failure among firms with high customer dependence. (With A.H. Van de Ven, J. Buckeye, and R. Hudson). *Journal of Business Venturing*, Vol 5 (5), 277-295.

Process of new business creations in different organizational settings. (With A.H. Van de Ven, D. Polley, and R. Garud), in A.H. Van de Ven, H. Angle, and M. Scott-Poole (eds.). Research on the Management of Innovation, 221-297, New York, NY: Harper and Row (Ballinger division).

### **3. Cases**

eChoupal, UVA – E – 0343 (with Alec Horniman)

Lincoln Industries, UVA - OB – 0914 (with Alec Horniman)

Encouraging entrepreneurship: Cultural and theoretical foundations, UVA-BAT-1016 (2 CD-ROMs)

Dial 1-800-Bangalore, UVA-BAT1025, Audio CD

PepsiCo: The challenge of growth through innovation, UVA-S-0133

Teaching Note: PepsiCo: The challenge of growth through innovation, UVA-S-1033 TN

Felipe Vergara and Lumni: Launching an Innovation in a Developing Economy, UVA-ENT-0083 (with Saras Sarasvathy)

XYZ Corporation and corporate entrepreneurship, UVA-ENT-0079

Star India and the Indian television industry, UVA-S-0134

Pedero Medina (A)

Intel Corporate Venturing, Darden Case Collection, UVA-ENT-0011.

Unilever: Corporate Venturing and Environmental Sustainability (A). UVA-E-0152. (With Mike Gorman and Pat Werhane).

Qnetics new business creation case. 1989. (With A. H. Van de Ven), in A.H. Van de Ven, H. Angle, and M. Scott-Poole (eds.). Research on the Management of Innovation, NY: Harper and Row (Ballinger division), 228-243 .

#### **4. Other Materials**

Fabric of regional entrepreneurship: Creating the multiplier effect (with Saras Sarasvathy). White Paper invited by World Entrepreneurship Forum, EML Lyon, France, September 2008

Ought to can: Questions for an entrepreneurial future (with Saras Sarasvathy). White Paper invited by World Entrepreneurship Forum, EML Lyon, France, September 2008

Video Interview of Sankaran Venkataraman, by Richard Brookes, Marketing Department, University of Auckland, August 2008

Associate Editor's Note. *Journal of Business Venturing*. Vol. 9, 3-6. 1994.

Book review of Time, Chance and Organizations: Natural Selection in a Perilous Environment, by Herbert Kaufman. Reviewed by S. Venkataraman and A.H. Van de Ven. *American Journal of Sociology*, Vol. 94, 201- 204, July 1988.

#### **5. Refereed/competitive paper presentations**

Aspiration level, labor market evaluation, and the decision to become an entrepreneur. (With Joo-Heon Lee.) Academy of Management Meetings, Washington, D.C., August 2001.

Extraordinary feats of entrepreneurial enterprise, INFORMS-KORMS, Seoul, S. Korea, 2000.

A rivalry model of venture capitalists and business angels and competitive advantages. (With Joo-Heon Lee). Academy of Management Conference, San Diego, CA, 1998.

Some methodological considerations in entrepreneurship research. Academy of Management Conference, Cincinnati, OH, 1996.

Renegade and rational innovation championing strategies in global corporations. S. Shane and S. Venkataraman. Academy of Management Conference, Atlanta, 1993.

Cultural differences in innovation championing strategies. S. Shane and S. Venkataraman. Academy of Management Conference, Atlanta, 1993.

Measuring outcomes in corporate venturing: An alternative perspective, R. McGrath, S. Venkataraman, and I. C. MacMillan. Academy of Management Conference, Las Vegas, 1992.

Desirable disappointments: Learning from disappointments in corporate venturing, R. McGrath, S. Venkataraman, I. C. MacMillan, and O. Boulind, Babson Entrepreneurial Conference, Fontainebleau, June, 1992.

Micro-market structure and the propensity of innovativeness in U. S. Telecommunications, S. Majumdar and S. Venkataraman. Academy of Management Conference, Miami, 1991.

On the nature of critical relationships: A test of the liabilities of age and size hypotheses, S. Venkataraman and Murray Low. Babson Entrepreneurial Conference, Pittsburgh, April, 1991.

New business creations in the small business context, S. Venkataraman. Academy of Management Conference, New Orleans, 1987.

A process model of small business failure, J. Buckeye, R. Hudson, A. H. Van de Ven, and S. Venkataraman. Academy of Management Conference, Chicago, 1986.

Longitudinal study of new business start-ups, J. Buckeye, R. Hudson, A. H. Van de Ven and S. Venkataraman. Academy of Management Conference, San Diego, 1985.

## **6. Invited presentations**

The economic and political emergence of India: A Strategic View, Virginia Association of School Superintendents, September, 2008

The Fabric of Regional Entrepreneurship: Creating the Multiplier Effect. International Federation of Scholarly Associations of Management (IFSAM) September, 2008

The Fabric of Regional Entrepreneurship: Creating the Multiplier Effect. School of Business, University of Auckland, July 2008

The Fabric of Regional Entrepreneurship: Creating the Multiplier Effect. Family Business Conference, Singapore, July 2008

The Fabric of Regional Entrepreneurship: Creating the Multiplier Effect. George Mason University, April 2008

The Fabric of Regional Entrepreneurship, Conference at SRM University, December 2007, Chennai, India

The Fabric of Regional Entrepreneurship: Creating the Multiplier Effect. August 2007, Singapore Management University, Singapore

Made as well as Found: Researching Entrepreneurship as a Science of the Artificial. August 2007. Singapore Management University, Singapore

The History and Development of the Journal of Business Venturing and its impact on Entrepreneurship Scholarship. April 2007. University of Montreal. Quebec- Three Rivers, Canada

Introduction to the conference on "Entrepreneurship in emerging regions, Indian School of Business, Hyderabad, India, December 2006

Entrepreneurship as a career option. SRM School of Management, Chennai, India, December 2006

An Empirical Study of the Transition from Paid Work to Self-Employment. Humboldt University, May 2005

Regional transformation through entrepreneurship. IESE, Barcelona, Spain, September 2005.

Ethics and entrepreneurship. IESE, Barcelona, Spain, September 2005.

The role of entrepreneurship education in regional transformation. ISB, Hyderabad, India, August, 2005.

Enabling entrepreneurship: Shifting the paradigm on entrepreneurship education. UNECE Conference, February 2005.

Enabling entrepreneurship: Shifting the paradigm on entrepreneurship education. Lecture on behalf of the US Department of Commerce at Stockholm, Sweden, October 2004.

Enabling entrepreneurship: Shifting the paradigm on entrepreneurship education. Lecture on behalf of the US Department of Commerce at Temprere, Finland, October 2004.

Enabling entrepreneurship: Shifting the paradigm on entrepreneurship education. Sao Paolo, Brazil, October 2004.

What gets sent to JBV and what gets published: An Editors View. First West Coast Conference on Entrepreneurship, Sao Paolo, Brazil, October, 2004.

The Challenge of Innovation, Young Entrepreneurs' Association, Hyderabad Chapter, India, August 2004

Enabling entrepreneurship: Shifting the paradigm on entrepreneurship education. Lecture on behalf of the US Department of Commerce at Lima, Peru, March 2004.

Enabling entrepreneurship: Shifting the paradigm on entrepreneurship education. Conference on education in emerging markets, organized by the International Finance Corporation, January 2004.

Enabling entrepreneurship: Shifting the paradigm on entrepreneurship education. Presented to a Japanese delegation from MITI arranged by US Department of Commerce, USA, January 2004.

What gets sent to JBV and what gets published: An Editors View. First West Coast Conference on Entrepreneurship, University of Washington, Seattle, September 2003.

Regional transformation through entrepreneurship, Keynote lecture at University of Los Andes, honoring distinguished entrepreneur, Mr. Echavarría, Bogotá, Colombia, September 2003

What makes entrepreneurs entrepreneurial? Creating something new with very limited resources. University of Los Andes, Bogotá, Colombia, September, 2003.

The Challenge of Innovation, IPADE, Mexico City, April 2003

Entrepreneurship: Creating something new with what you already have, IPADE, Mexico City, April 2003

Entrepreneurship: Creating something new and of enduring value with very limited resources. National University of Singapore, July 2002.

Building competitive advantage. Annual conference of CFOs, IMEF, Monterrey, Mexico, June 2002.

Human capital, ability and the decision to become an entrepreneur, Boston University Colloquium Series, April 2002.

Dispersed knowledge and an entrepreneurial theory of the firm, (with Nicholas Dew and Rama Velamuri). Lally-Batten retreat of junior faculty, Virginia, March, 2002.

Aspiration level, labor market evaluation, and the decision to become an entrepreneur, (with Joo-Heon Lee). Lally-Batten retreat of junior faculty, Virginia, March, 2002.

Dispersed knowledge and an entrepreneurial theory of the firm, Humboldt University Seminar Series, December 2001.

The decision to become an entrepreneur. Harvard Business School Seminar Series, December 2001.

Regional transformation through entrepreneurship, United States Chamber of Commerce, Monterrey, Mexico, November 2001.

Current trends in entrepreneurship research, Doctoral Consortium, Academy of Management, Entrepreneurship Division, Washington, D.C., 2001.

Managing the revise and resubmit process, Junior Faculty Consortium, Academy of Management, Entrepreneurship Division, Washington, D.C., 2001.

Dispersed knowledge and an entrepreneurial theory of the firm, National university of Singapore, July 2001.

The decision to become an entrepreneur, National University of Singapore, July 2001.

Regional transformation through entrepreneurship, Keynote address. Technological entrepreneurship in the emerging regions of the new millennium. National University of Singapore, June 2001.

Regional transformation through entrepreneurship, Distinguished Lecture Series, Duxx Graduate School of Leadership, Monterrey, Mexico, June 2001.

The decision to become an entrepreneur, Stern School, New York University, April 2001.

Central issues in entrepreneurship research, Doctoral Consortium, Academy of Management, Entrepreneurship Division, Toronto, 2000.

Managing the revise and resubmit process, Junior Faculty Consortium, Academy of Management, Entrepreneurship Division, Toronto, 2000.

The birth and evolution of great entrepreneurial regions, High technology venture forum, Seoul, S. Korea, June 2000.

The birth and evolution of great entrepreneurial regions, eCommunity and INKE, June 2000.

Keynote address, The international council of small business, ICSB World Congress, Brisbane, Australia, June 2000.

The distinctive domain of entrepreneurship research, University of Colorado, Boulder, February, 2000.

Stakeholder equilibration and the entrepreneurial process. Ruffin Distinguished Lecture series, Darden School, University of Virginia, 1999.

The distinctive domain of entrepreneurship research, Academy of Management, Entrepreneurship Division, Pre-Conference symposium, Chicago, 1999.

Central issues in entrepreneurship research, Doctoral Consortium, Academy of Management, Entrepreneurship Division, Chicago, 1999.

Publishing and the editorial process, Junior Faculty Consortium, Academy of Management, Entrepreneurship Division, Chicago, 1999.

The emergence and growth of great industrial districts, National University of Singapore, 1999.

The role and mission of entrepreneurship centers in academia, National University of Singapore, 1999.

The distinctive domain of entrepreneurship research, National University of Singapore, 1999.  
Invited doctoral seminar series, Columbia University, Graduate School of Business, 1998

The distinctive domain of entrepreneurship research. New York University, Economics Department, 1998.

The distinctive domain of entrepreneurship research. University of Wisconsin, Madison, April, 1998.

Panelist, Central issues in entrepreneurship research. Carnegie Mellon University, November, 1997

The distinctive domain of entrepreneurship research. Sloan School of Management, MIT, Cambridge, MA, September, 1997.

Doctoral consortium, Academy of Management, Entrepreneurship Division, Boston, 1997.

The emergence and growth of great industrial districts. Presented to the Technology Council and the Software Council of the Greater Capital District of New York, October 1996, and August 1997.

The continuous development of new businesses and innovations in the large corporation, University of Naples, Italy, June, 1996; The Darden School, University of Virginia, April, 1997.

Editor's Forum, Doctoral and Junior Faculty consortium, Academy of Management, Entrepreneurship Division, Cincinnati, 1996.

Determinants of entrepreneurial competence within the R&D function of the firm: An evolutionary perspective, (with Atul Nerkar and I. C. MacMillan). Imperial College, London, England, July, 1996.

Hostile environmental jolts, transaction set and new business development. ESSEC, France, June 1996.

Choice of organizational mode in new business development: Theory and propositions, The Kaufmann foundation, Kansas City, May, 1996, and University of Bologna, Italy, June, 1996.

Editor's Forum, Doctoral and Junior Faculty consortium, Academy of Management, Entrepreneurship Division, Vancouver, 1995.

Network effects and new technology adoption in US Telecommunications, INSEAD, January, 1995; Darden School, University of Virginia, February, 1995; and University of Texas at Austin, Texas, April, 1995.

The distinctive domain of entrepreneurship research. Paper presented at the Darden School, University of Virginia, June, 1994, and Rensselaer Polytechnic Institute, January, 1995.

Editor's Forum, Doctoral and Junior Faculty consortium, Academy of Management, Entrepreneurship Division, Atlanta, 1994.

Some issues in bringing back the spirit of enterprise in large, established firms. Paper presented at the University of Bologna, Italy, June, 1994.

Extraordinary feats of entrepreneurial enterprise. Paper presented at the PDMA conference, San Diego, October, 1993 and at the Fourth global conference on entrepreneurship, INSEAD, France, March, 1994.

Environmental jolts, transaction set and new business development. Paper presented at University of Bologna, Bologna, Italy. Also presented at ESSEC, Paris, France, May 1993.

The allocation of entrepreneurial talent in societies and An entrepreneurship game at Stanford University, July, 1993.

The outcomes of corporate venturing and corporate renewal: An assessment framework. Conference on corporate venturing, Wharton School, University of Pennsylvania, November, 1992.

The continuous development of competencies. Colloquium presentation at INSEAD, Fontainebleau, France, June 29, 1992.

Some central tensions in the management of corporate venturing. Second global conference on entrepreneurship, Imperial College, London, March, 1992.

Perspectives in research on corporate venturing: A review. Conference on State of the Art Research in Entrepreneurship, Chapel Hill, North Carolina, October, 1990.

Performance of courseware companies in a turbulent environment. Minnesota Software Association, Minneapolis, September, 1987.

Process of new business creations in the small business context. Minnesota Innovation Research Program Workshop, Minneapolis, May, 1987.

### **C. Research interests**

Entrepreneurial opportunity, New venture financing, Corporate growth through innovation, Regional development, Entrepreneurship education.

### **D. Doctoral Dissertation Advising**

#### DISSERTATIONS SUPERVISED:

The effects of culture on innovation championing behavior. Scott Shane, Wharton School, University of Pennsylvania. Thesis completed November, 1992.

The emergence and growth of organizational competence. Rita Gunther McGrath, Wharton School, University of Pennsylvania. Thesis completed March, 1993.

Resource parsimony, resource co-optation and habitual entrepreneurs: New concepts for entrepreneurship theory and research. Jennifer A. Starr, Wharton School, University of Pennsylvania. Thesis completed, August, 1995.

Entrepreneurial Enterprise and Rapid Growth: Schumpeterian and Penrosian Perspectives. Thomas Kraemer, Wharton School, University of Pennsylvania. Thesis completed, 2004.

Three essays in entrepreneurship. Joo-Heon Lee, Darden School, University of Virginia. Thesis completed, December 2001.

Corruption and entrepreneurship. Rama S. Velamuri, Darden School, University of Virginia. Thesis completed, June 2003.

Lipsticks and Razorblades: How the Auto-ID Center used Pre-commitments to build the Internet of Things. Nicholas Dew, Darden School, University of Virginia. Thesis completed August 2003.

Entrepreneurship education as a transformational process. Susan Harmeling, Darden School, University of Virginia. Thesis completed June 2006.

#### THESIS COMMITTEE MEMBER:

Development of Technological Competence within the Firm: An Evolutionary Perspective. Atul Nerkar, Wharton School, University of Pennsylvania. Thesis completed, September, 1995.

Essays in entrepreneurship. Moren Levesque, University of British Columbia, Thesis completed, 1997.

Technology based strategic actions in the new firm. Donna Kelly, Lally School of Management and Technology, RPI. Thesis completed, October, 1999.

Building the Web of Belief: The Emergence of Stakeholder Networks in early Stage Ventures. Laura Dunham, Darden School, University of Virginia. Thesis completed, June 2003.

Science, Entrepreneurship and Ethics-- an inquiry into ethically pioneering situations. John McVea, Darden School, University of Virginia. Thesis completed, June 2003.

Growth and development of small enterprise consultancy in India. Vasudeva Rao, Karnataka, India. Thesis completed, September 2004.

Social networks and entrepreneurship in China and Singapore. Ms. Zhang. National University of Singapore, Singapore. Thesis completed July, 2004.

Exploring determinants of firm emergence: A legitimacy perspective. Erno Tornikoski, ESSEC, France. 2005.

The entrepreneurial creation of public goods: Evidence from the green building and renewable energy industries. Jeffrey York, Darden School, University of Virginia. Thesis completed, May 2008.

Building and nurturing founding partnerships. William Forster, Darden School, University of Virginia. Thesis completed, May 2008.

#### **IV. PROFESSIONAL ACTIVITIES**

##### A. Reviewer:

Academy of Management Journal  
Academy of Management Meetings  
Academy of Management Review  
Administrative Science Quarterly  
Entrepreneurship Theory and Practice  
European Journal of Operations Research  
Journal of Marketing Research  
Journal of Economic Behavior and Organization  
Management Science  
Organization Science  
Strategic Management Journal

##### B. University-related Activities:

## 1. Committee memberships

### Wharton School:

Recruitment committee, Department of Management, 1990-1995  
Undergraduate curriculum committee, Department of Management, 1991- 1995  
Colloquium committee, Department of Management, 1992-1993.  
Computing committee, Department of Management, 1994-1995.

### RPI:

Policy Committee, Lally School of Management & Technology, 1995 - 1998  
Recruiting Committee, Lally School of Management & Technology, 1996 - 1998  
Institute wide committee on Strategic Initiatives in Information Technology  
Search Committee for the Dean of the Lally School of Management & Technology, RPI

### Darden School:

Search Committee, Executive Director, Batten Institute  
Member, Darden-MacIntire Partnership, Strategic Committee  
Dean Search Committee  
Chair, Appointments Committee  
Doctoral committee  
Chair, Research and curriculum development committee  
Academic support policy committee  
Director of Research, Batten Institute  
Task Force on Faculty Recruitment, elected by faculty of the Darden School

## C. Non-University related Committees

Research Committee, Entrepreneurship Division of Academy of Management, 1992-1996.  
Distinguished Chairs Committee, Entrepreneurship Division, Academy of Management, 1996 - 2007.  
Doctoral Education Committee, Entrepreneurship Division, Academy of Management, 1998 - 2001.

## D. Professional Affiliations and Memberships

Member, Academy of Management.  
Member, Strategic Management Society.  
Member, American Economic Association.

## **V. GRANTS, AWARDS AND HONORS**

IDEA Award for Foundational Research, Entrepreneurship Division of the Academy of Management, 2008

Invited Keynote Speaker, International Federation of Scholarly Associations of Management (IFSAM), Spain. This is the leading professional academic association of all business school disciplines in Spain, 2008

Teaching Recognition Award, Dean's Office, Darden School, 2007

Tommie Goh Fellow, Singapore Management University, Singapore, 2007

Hahniel Fellow, Humboldt University, 2005

Advisor to the United States and European Commission on Venture Capital and Private Equity Working Group.

Speaker and Advisor to the Entrepreneurship Forum of the International Trade Commission of the US Department of Commerce.

Voted most popular professor by Darden's 2000 Alumni in Business Week bi-annual rankings.

Outstanding Faculty Award, 2000. Darden Graduate School of Business, University of Virginia.

Elected Faculty Marshal, Class of 2000, Darden Graduate School of Business, University of Virginia.

Invited to present the Keynote address at International Council of Small Business, ICSB World Conference, Brisbane, Australia, June 2000.

Proctor and Gamble Course Development Award, Corporate Venturing and Development, Lally School of Management and Technology, RPI, 1997-1998.

Crossby Foggit Fellowship, Sol C. Snider Entrepreneurial Center, Wharton School, University of Pennsylvania, 1997-99.

John R. Broadbent Research Endowment, Lally School of Management and Technology, RPI, 1995- 1998.

Eugene G. Gomolka Award for Innovation, Leadership and Excellence in Entrepreneurship Education, 1996.

Outstanding Academic Achievement, Rensselaer Polytechnic Institute, 1995

Anderson Foundation Fellowship, Sol C. Snider Entrepreneurial Center, Wharton School, University of Pennsylvania, 1995.

Best paper award, Entrepreneurship Division, Academy of Management Meetings, Atlanta, 1993.

Best paper award, Entrepreneurship Division, Academy of Management Meetings, Las Vegas, 1992.

Citibank Fellowship, Sol C. Snider Entrepreneurial Center, Wharton School, University of Pennsylvania, 1989-1992.

Doctoral Dissertation Fellowship, Carlson School of Management, University of Minnesota, 1987-88.

University of Minnesota, Carlson School of Management Fellowship, 1984-85.

Merit and Means Scholarship, Indian Institute of Management, Calcutta, 1980-81.

**VI. INDUSTRY POSITIONS HELD**

Corporate & Business Planning Executive, Wipro Ltd., 1979; 1982-1984

Management Trainee, Punjab National Bank, 1980