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ANNE MARIE KNOTT

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Olin School of Business
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I. EDUCATIONAL BACKGROUND:

A. Degrees

PhD, UCLA Anderson Graduate School of Management, 1996

Major Field: Policy and Organization

Minor Field: Industrial Organization

MBA, UCLA Graduate School of Management

Concentration: Production/Operations Management and Marketing

Field Study: PhoneMate, Defined market size, and optimal price and product configuration for new product line

BS, University of Utah

Major: Mathematics

B. Dissertation:

Topic: Do Managers Matter?

Committee: Bill McKelvey & Dick Rumelt, *Co-Chairs*
Marvin Lieberman, Harold Demsetz

II. RESEARCH/PUBLICATIONS:

A. Publications:

1. Articles Published in Refereed Journals:

- (1) Knott, Anne Marie and Bill McKelvey (1999). "Nirvana Efficiency: A Comparative Test of Residual Claims and Routines", Journal of Economic Behavior and Organization, 38, 365-383 (*lead article*).
- (2) Knott, Anne Marie (2001). "The Dynamic Value of Hierarchy", Management Science, 47 (3) 430-448.
- (3) Knott, Anne Marie, David Bryce and Hart Posen. (2003). "On Strategic Accumulation of Intangible Assets", Organization Science, 14 (2) 192-207.

- (4) Knott, Anne Marie. (2003). "Persistent Heterogeneity and Sustainable Innovation", Strategic Management Journal, 24 (8) 687-705 (*lead article*). ***Emerald Management Reviews Award of Distinction***
- (5) Knott, Anne Marie. (2003). "The Organizational Routines Factor Market Paradox", Strategic Management Journal, 24 (10) 929-943.
- (6) Knott, Anne Marie and Hart Posen (2005) "Is Failure Good?" Strategic Management Journal 26 (7) 617-641.
- (7) Knott, Anne Marie. (2005) "Induced Discrimination and Firm Size: Information versus Incentive Effects" Journal of Small Business Economics 25, 393-405.
- (8) Wu, Brian and Anne Marie Knott (2006) "Entrepreneurial Risk and Market Entry" Management Science 52 (9) 1315-1330. ***US Small Business Administration (SBA) Best Student Paper***
- (9) Knott, Anne Marie (2008) "R&D Returns Causality: Absorptive Capacity or Organizational IQ" Management Science 54 (12) 2054-2067
- (10) Knott, Anne Marie and Hart Posen (2009) "Firm R&D behavior and evolving technology in established industries" Organization Science 20(2): 352-367
- (11) Knott, Anne Marie, Hart Posen and Brian Wu (2009) "Spillover Asymmetry and Why It Matters" Management Science 55(3) 373-388

2. Other articles:

- Bailey, James and Anne Marie Pulos (1990) Air Intercept Imaging Infrared Seeker, Proceedings 38th National Infrared Information Symposium, *Classified-page numbers not available.*
- (12) Knott, Anne Marie and Margaret Debevec (1995) In Search of Profitable Print Shop Operation, Quick Printing, 18 (12) 66-76.
 - (13) Knott, Anne Marie (2000). Review of "Advances in Entrepreneurship, Firm Emergence, and Growth, Vol. 3", Jerome A. Katz, (Ed.) Greenwich, CT: JAI Press, 1997, Administrative Science Quarterly, 45 (2) 399-341.
 - (14) Knott, Anne Marie (2002). "Exploration and Exploitation as Complements", in C.W. Choo and N. Bontis (Eds), The Strategic Management of Intellectual Capital and Organizational Knowledge: A Collection of Readings, New York, Oxford University Press, 339-358.
 - (15) Knott, Anne Marie (2008) "Improving consistency and quality of service delivery: Implications for Addiction Treatment Clinics" Journal of Substance Abuse Treatment, 35 99-108

- (16) Knott, Anne Marie (2009) "New Hope for Measuring R&D Effectiveness", Research-Technology Management 53(5) 9-13.

3. Textbooks:

- (17) Knott, Anne Marie (2001) Venture Design 1/e, Entity Press, 352 pages.
(18) Knott, Anne Marie (2008) Venture Design 2/e, Sage Publications, 440 pages.

B. Patents:

- (19) "Method and System for Reversing Induced Discrimination", U.S. Patent Application 10/194,782 filed by University of Pennsylvania 7/12/2002.

C. Research in Progress:

1. Articles under review:

- (20) Gupta, Anuja, Anne Marie Knott and David Hoopes, "Design of Routines and the Arrow Core" *Under third review* Organization Science

2. Working papers:

- (21) Knott, Anne Marie, "Firm Decomposition and Innovation"
(22) Knott, Anne Marie, "Reversing Induced Discrimination: Theory and Experiment"
(23) Knott, Anne Marie, "Causes and Consequences of Entrepreneurial Churning: The Case of Bail Bonds"
(24) Anne Marie Knott and James Yen, "IQ and the R&D market value puzzle"

3. Current projects:

Two projects exploit the finding of heterogeneity in R&D elasticity (IQ) to explore implications and antecedents of IQ effects

- "Market structure and innovation with heterogeneous firms"
- "Behind IQ"

Another project that continues the "market implications of behavioral economics" theme begun with the Entrepreneurial Risk and Market Entry paper:

- No Exit: Failure to Exit Under Uncertainty

D. Invited papers:

a. *Invited lectures*

Knott, Anne Marie: Persistent Heterogeneity and Sustainable Innovation

December 6, 2002 *Olin School, Washington University, Strategy Seminar*

Knott, Anne Marie (with Hart Posen): Is Failure Good?

September 17, 2003. *Fuqua, Duke University, Management Seminar*

September 23, 2003. *HBS Entrepreneurial Management Seminar*

November 6, 2003. *Stern School, NYU, Global Business Initiative Seminar*

February 16, 2005 *McDonough School of Business, Georgetown University*

Knott, Anne Marie (with Hart Posen and Brian Wu): Spillover Asymmetry

January 16, 2004. *University of Michigan Strategy Seminar*

January 26, 2004. *Goizueta, Emory University Organization and Management Seminar*

September 30, 2004. *London Business School, Strategy and International Management Seminar*

October 22, 2004. *University of Illinois, College of Business*

Knott, Anne Marie (with Brian Wu): Entrepreneurial Risk and Market Entry

January 6, 2005. *Tuck School at Dartmouth College*

December 9, 2005. *Krannert School at Purdue University*

Knott, Anne Marie: Firm R&D behavior and evolving technology in established industries

May 16, 2008. *European Innovation and Competitiveness Seminar at Catania University*

Knott, Anne Marie, R&D Returns Causality: Absorptive Capacity or Organizational IQ

September 15, 2008. *Faculdade de Ciências Económicas e Empresariais Seminar, Universidade Católica Portuguesa*

March 9, 2008. *Naval Postgraduate School*

Knott, Anne Marie, No Exit: Failure to Exit under Uncertainty

October 12, 2009. *Behavioral Research Seminar Series at UT Dallas*

October 23, 2009. *Strategy and Policy area seminar, UCLA*

November 3, 2009. *IESE Strategic Management Seminar, Barcelona*

b. *Conferences-invited*

Knott, Anne Marie (October 1995). The Managerial Routines Factor Market Paradox & the Theory of Viscous Knowledge, *INFORMS Annual Meeting, College on Organization, New Orleans, LA.*

Knott, Anne Marie (January 1997). Knowledge Management: Theory and Practice, *Organization Science Winter Conference, Park City, UT.*

Knott, Anne Marie (February 2000). Crucial Experiments in Economics vs. Sociology, *Organization Science Winter Conference, Keystone, CO.*

Knott, Anne Marie (August 2002). Factors Affecting the Dynamics of R&D, *Academy of Management, Denver, CO.*

Knott, Anne Marie (September 2002). The Organizational Routines Factor Market Paradox. *SMU Conference on Competitive Heterogeneity, Dallas, TX.*

Knott, Anne Marie (August 2003). Persistent Heterogeneity and Sustainable Innovation. *Academy of Management, Seattle, WA.*

Knott, Anne Marie (July 2005) “Adventures in Heterogeneity” **Keynote speaker**, *Sinergie Conference on Heterogeneity, Diversification and Performance*, University of Calabria, Arcavacata, Italy.

Knott, Anne Marie (December 2006) “Managing for Consistency in Franchises”, Wharton-TRI Conference, COMAT II.

Knott, Anne Marie (November 2007): Causes and Consequences of Entrepreneurial Entry in Bail Bonds, *Annual INFORMS conference, Seattle, WA.*

b. Conferences-refereed

Knott, Anne Marie (August 1993). Why Build Competence Barriers, *Strategic Management Society 13th Annual International Conference, Chicago.*

Knott, Anne Marie (August 1995). The Managerial Routines Factor Market Paradox & the Theory of Viscous Knowledge, *Academy of Management, Vancouver, Canada.*

Knott, Anne Marie (October 1995). Dynamic Theory of Managerial Value, *Strategic Management Society 15th Annual International Conference, Mexico City.*

Knott, Anne Marie and David Bryce (November 1996). Reconciling Entry with Entry Detering Levels of Intangible Assets, *Strategic Management Society 16th Annual International Conference, Phoenix.*

Knott, Anne Marie (August 1997). Surviving Dense and Dynamic Environments: A Dual Routines View of Managerial Value, *Academy of Management, Boston.*

Knott, Anne Marie and Bill McKelvey (October 1997). Nirvana Efficiency: A Comparative Test of Residual Claims and Routines, *Strategic Management Society 17th Annual International Conference, Barcelona*.

Knott, Anne Marie and Bill McKelvey (October 1997). Knowledge Physics: Reconciling Competing Null Hypotheses on Knowledge Flow, *Strategic Management Society 17th Annual International Conference, Barcelona*.

Knott, Anne Marie and David Bryce (August 1998). Reconciling Entry with Entry Detering Levels of Intangible Assets, *Strategic Management Society 16th Annual International Conference, Phoenix*.

King, Andy, Anne Marie Knott and Michael Lenox (October 1998). The Management of Extramural Knowledge, *INFORMS College on Organizations Conference, Seattle*.

Knott, Anne Marie (January 1999) Remediating Induced Discrimination in Small Firms, *Annual Meeting of the American Economic Association, New York City*.

Knott, Anne Marie and Bill McKelvey (August 1999) Knowledge Dynamics: Reconciling Competing Null Hypotheses on Knowledge Flow, *Academy of Management, Chicago*.

Knott, Anne Marie and David Bryce (August 2000) On Strategic Accumulation of Intangible Assets, *Academy of Management, Toronto*.

Knott, Anne Marie and Hart Posen (May 2001) Is Failure a Public Good, *Strategy Research Forum, Northwestern University*.

Knott, Anne Marie (May 2002) Persistent Heterogeneity and Sustainable Growth, *Strategy Research Forum, Maryland*.

Knott, Anne Marie and Hart Posen (October 2003). "Is Failure (Excess Entry) Good?" *Annual Strategy Research Conference at HBS*.

Knott, Anne Marie, Brian Wu and Hart Posen, (November 2004) "Spillover Asymmetry and Why it Matters" *Strategic Management Society, San Juan*.

Wu, Brian and Anne Marie Knott (January 2005) "Entrepreneurial Risk and Market Entry" *2005 USASBE/SBI National Conference, Indian Wells, CA*.

Gupta, Anuja, David Hoopes and Anne Marie Knott (January 2005), "Design of Routines for Replication", *Second Annual Routines Workshop, Nice*.

Knott, Anne Marie (August 2005) "Firm Decomposition and Innovation: Capturing Exploration and Exploitation Complementarities", *Academy of Management, Honolulu*.

Wu, Brian and Anne Marie Knott (August 2005) "Entrepreneurial Risk and Market Entry" *Academy of Management, Honolulu*.

Knott, Anne Marie, (November 2005) “Absorptive Capacity: Nature or Nurture” *Strategic Management Society, Orlando.*

Gupta, Anuja, David Hoopes and Anne Marie Knott (November 2005), “Design of Routines for Replication”, *Strategic Management Society, Orlando.*

Gupta, Anuja, David Hoopes and Anne Marie Knott (February 2006), “Design of Routines for Replication” *Organization Science Winter Conference, Steamboat Springs, CO.*

Knott, Anne Marie (June 2006), “R&D/Returns Causality: Absorptive Capacity or Organizational IQ” *Atlanta Competitive Advantage Conference, Atlanta, GA.*

Knott, Anne Marie (August 2006), “R&D/Returns Causality: Absorptive Capacity or Organizational IQ” *Academy of Management, Atlanta, GA.*

Gupta, Anuja, David Hoopes and Anne Marie Knott (August 2006), “Design of Routines for Replication” *Academy of Management, Atlanta, GA.*

Knott, Anne Marie and Hart Posen (March 2007) “Firm R&D Behavior and Evolving Technology in Mature Industries”, *Organization Science conference on Strategic Renewal, Chicago, IL.*

Gupta, Anuja, David Hoopes and Anne Marie Knott (June 2007), “Design of Routines for Replication” *DRUID conference, Copenhagen, Denmark.*

Knott, Anne Marie (August 2009) No Exit: Failure to Exit Under Uncertainty, *Academy of Management Conference, Chicago, IL.*

E. Editorial Activities:

1. Editorial Review Board, *Strategic Management Journal*
2. Ad Hoc Reviewing:
 - Management Science
 - Organization Science
 - Administrative Science Quarterly

F. In the Press:

Reversing Induced Discrimination: Theory and Experiment:

“Eliminating Discrimination Lawsuits” *Business Week* August 30 2007

“Overcoming the Fear of Hiring Employees”, *US Fed News*, 14 June 2007

“Consider This...A Solution to the Fear of Hiring Litigious Employees?” *CPA Practice Management Forum*; 2007, Vol. 3 Issue 7, p24-24.

-230 other cites in online HR and legal practice journals

Is Failure Good:

“In a way, even failed businesses a success,” *Detroit Free Press*, September 5, 2006
“Business failures are good for the economy,” *BCD News and Comment*, September 12, 2006; story also appeared in the *Commercial Lending Litigation News*, September 28, 2006

Entrepreneurial Risk and Market Entry:

“Ego Makes Entrepreneurs?” *Business Week*, February 1, 2005

Wall Street Journal

<http://www.startupjournal.com/howto/soundadvice/20070430-milani.html>

III. TEACHING:

A. Teaching Positions Held:

Associate Professor of Strategy, Olin School, Washington University, 2007-Present

Assistant Professor of Strategy, Olin School, Washington University, 2006-2007

Visiting Assistant Professor of Entrepreneurship and Management, Olin School, Washington University, 2005-2006

Visiting Assistant Professor, R.H.Smith School, University of Maryland, 2004-2005

Assistant Professor of Management, The Wharton School, University of Pennsylvania, 1995-2004

Assistant Professor of Management (Part-time), California State University, Northridge, 1993-1995

B. Courses Taught:

1. Undergraduate courses:

Olin Experience

Introduction to Entrepreneurship (Washington University - MGT 430)

Entrepreneurial Decision Making (University of Pennsylvania- MGMT 230)

Supervised approximately 100 venture designs

Small Business Management (California State, Northridge - MGMT 478)

Strategic Management (California State, Northridge - MGMT 497)

2. MBA courses:

Practicum Faculty Advisor (Washington University - MGT B63)

2007: Emerson strategy to capture EU infrastructure investment

2008: Emerson strategy for newly formed health care division

Corporate Strategy (Washington University - MGT 534)

Innovation and Entrepreneurship in the Established Firm (Maryland - BUMO 758)

Strategic Management (Maryland - BUSI 690)

Entrepreneurship/Venture Initiation (Pennsylvania - MGMT 801)
Field Application Project (Pennsylvania - MGMT 653)
Supervised approximately 80 consulting projects

3. PhD courses:

Seminar in Entrepreneurship (Washington University – MGT 634)
Economics of Entrepreneurship (Pennsylvania - MGMT 932)

C. Courses Created:

Innovation and Entrepreneurship within the Established Firm (Maryland)
Economics of Entrepreneurship (University of Pennsylvania)
Wharton MBA Pre-term session, “Venture Idea Generation”
Small Business Management (California State)

D. Teaching Interests:

Strategy, Innovation, Entrepreneurship

IV. PROFESSIONAL ACTIVITIES:

A. University-related activities:

1. Committee Memberships – Doctoral Dissertation Committees

David Bryce
Christina Fang
Isin Guler
Hart Posen
Ben Powell
Brian Wu

2. Co-authoring with PhD students

David Bryce (1 paper)
Anuja Gupta (1 paper)
Hart Posen (5 papers)
Brian Wu (2 papers)
James Yen (1 paper)

3. Washington University Service Activities

- Mentor: “Exploring St. Louis” Village BLOC 2006-2007
- Judge: Olin Idea Bounce, Olin Cup
- Coordinator: CRES Strategy Seminar 2006/2007
- Affirmative Action Committee 2006/2007
- PhD committee (and head of Strategy PhD program) 2008/2010
- WCC search committee
- Entrepreneurship curriculum committee
- Association of Women Faculty (AWF) Board

4. Wharton Service Activities

- Co-coordinator, Wharton Applied Economics Seminar Series, 1998-2002 (with Joel Waldfogel)
- Judge, Wharton Technology Case Competition, 2002, 2003
- Price Institute Fellowship Committee 1999-2001
- Coordinator Department Junior Faculty Retreat, 1998-2000
- Chairman's Service Award 1998
- Co-Coordinator, Strategy Speaker Series, 1996-1997
- Management Department Ph.D. Admission Committee, 1997-2000

B. Non-university-related activities - Business and industrial activities:

Franchising: Strategies for Competing in the Market for Franchisees", U.S.-Japan Institute New Business Conference, Philadelphia, October 1996

C. Professional affiliations and memberships:

Academy of Management BPS Doctoral Consortium 2009
Founding member: Strategy Research Institute 2006-2009
Chair, BPS Dissertation Consortium, 2007
Executive Committee, BPS Division Academy of Management 2006-2008
Research Committee, BPS Division Academy of Management 2005-2006
Co-founder, Strategy Research Forum 1999
Coordinator, Organization Science Winter Conference 2001
Judge, INFORMS Doctoral Dissertation Competition, 1999-2003
Board Member (ladder to chair), INFORMS College of Organization Science 2001-2005
Fellow, Wharton Financial Institutions Center
Memberships: Strategic Management Society, Academy of Management, American Economic Association, US Association of Small Business and Entrepreneurship

V. GRANTS, HONORS AND AWARDS

US Small Business Administration (SBA) Best Student Paper 2005
Emerald Reviews Award of Distinction 2004
2002 USASBE Award for Innovative Entrepreneurship Teaching Pedagogy, Second Place
INFORMS College on Organization Dissertation Proposal Award, Second Place
Ph.D. Fellowships: GTE, Wainer/Wyle Labs, Gladys Bryam
MBA Fellowship: Hughes Aircraft MBA Fellowship
Undergraduate Scholarship: Fleischmann Foundation

VI. MANAGEMENT EXPERIENCE

ASST PROJECT MANAGER. Advanced Technology Projects, Hughes Missile Systems Company (HMSC), Canoga Park, CA
Program Manager for an advanced technology contract.
Project Manager five R&D projects

PROJECT ENGINEER-SENIOR PROJECT ENGINEER. Hughes Aircraft Company, Canoga Park, CA

Responsible Systems Engineer for AGM-65G

Software manager for AGM-65D,F,G guidance software