

February 2012

ANNE MARIE KNOTT

Professor of Strategy
Olin School of Business
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EDUCATION:

PhD, UCLA Anderson Graduate School of Management
Policy and Organization
Dissertation: *Do Managers Matter?*
Co-Chairs: Dick Rumelt and Bill McKelvey

MBA, UCLA Graduate School of Management
Concentration: Production/Operations Management and Marketing

BS in Mathematics, University of Utah

ACADEMIC EXPERIENCE:

Professor of Strategy, Olin School, Washington University, 2011-Present
Associate Professor of Strategy, Olin School, Washington University, 2007-2011
Assistant Professor of Strategy, Olin School, Washington University, 2006-2007
Visiting Assistant Professor, Olin School, Washington University, 2005-2006
Visiting Assistant Professor, R.H. Smith School, University of Maryland, 2004-2005
Assistant Professor of Management, Wharton School, University of Pennsylvania, 1995-2004
Assistant Professor of Management (Part-time), California State University, Northridge, 1993-95

PUBLICATIONS:

1. Knott, Anne Marie (2012) "R&D: The Trillion Dollar Fix" Harvard Business Review, May.
2. Knott, Anne Marie and Hart Posen (2009) "Firm R&D behavior and evolving technology in established industries" Organization Science 20(2): 352-367
3. Knott, Anne Marie (2009) "New Hope for Measuring R&D Effectiveness", Research-Technology Management 53(5) 9-13.

4. Knott, Anne Marie, Hart Posen and Brian Wu (2009) "Spillover Asymmetry and Why It Matters" Management Science 55(3) 373-388
5. Knott, Anne Marie (2008) "R&D Returns Causality: Absorptive Capacity or Organizational IQ" Management Science 54 (12) 2054-2067
6. Knott, Anne Marie (2008) "Improving consistency and quality of service delivery: Implications for Addiction Treatment Clinics" Journal of Substance Abuse Treatment, 35 99-108
7. 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
8. Knott, Anne Marie and Hart Posen (2005) "Is Failure Good?" Strategic Management Journal 26 (7) 617-641.
9. Knott, Anne Marie. (2005) "Induced Discrimination and Firm Size: Information versus Incentive Effects" Journal of Small Business Economics 25, 393-405.
10. Knott, Anne Marie. (2003). "Persistent Heterogeneity and Sustainable Innovation", Strategic Management Journal, 24 (8) 687-705 (*lead article*).
Emerald Management Reviews Award of Distinction
11. Knott, Anne Marie. (2003). "The Organizational Routines Factor Market Paradox", Strategic Management Journal, 24 (10) 929-943.
12. Knott, Anne Marie, David Bryce and Hart Posen. (2003). "On Strategic Accumulation of Intangible Assets", Organization Science, 14 (2) 192-207.
13. 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.
14. Knott, Anne Marie (2001). "The Dynamic Value of Hierarchy", Management Science, 47 (3) 430-448.
15. 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*).
16. Knott, Anne Marie and Margaret Debevec (1995) In Search of Profitable Print Shop Operation, Quick Printing, 18 (12) 66-76.
17. Bailey, James and Anne Marie Pulos (1990) Air Intercept Imaging Infrared Seeker, Proceedings 38th National Infrared Information Symposium.

IN PROGRESS:

18. Gupta, Anuja, Anne Marie Knott and David Hoopes, "Trick My Routine: Design of Routines for Replication" *Under third review* Strategic Management Journal
19. Dan Elfenbein and Anne Marie Knott, "No Exit: Failure to Exit under Uncertainty" *Revise and resubmit* Strategic Management Journal
Atlanta Competitive Advantage Conference Best Paper Award 2011.
20. Anne Marie Knott, Carl Vieregger and James Yen, "IQ and the R&D market value puzzle" *Under review* Strategic Management Journal
21. Knott, Anne Marie, "Reversing Induced Discrimination: Theory and Experiment" *Under review* Games and Economic Behavior
22. Scott, Erin and Anne Marie Knott, "The Schumpeterian Cost of Regulation on Entry and Innovation: The Case of Bail Bonds" *Working Paper*
Best Paper Nominee-Strategic Management Society Special Conference-Singapore
23. Knott, Anne Marie, "Firm Decomposition and Innovation" *Working Paper*

GRANTS:

24. NSF Award **0965147**: Firm IQ: A Universal, Uniform and Reliable Measure of R&D Effectiveness (\$149,509) to study the antecedents of IQ
<http://www.nsf.gov/awardsearch/showAward.do?AwardNumber=0965147>

BOOKS:

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

PATENTS:

"Method and System for Reversing Induced Discrimination", U.S. Patent Application 20030023455 (abandoned by University of Pennsylvania)

"Self-Adjusting Methodology to Inhibit Induced Discrimination", U.S. Provisional Patent Application, 13/093,771

INVITED PRESENTATIONS:

"The Schumpeterian Cost of Regulation on Entry and Innovation: The Case of Bail Bonds"

January 13, 2012. Anderson School UCLA
March 8, 2012, UC, Berkeley

"No Exit: Failure to Exit under Uncertainty"

October 21, 2011. Marshall School, University of Southern California
October 6, 2011. Paul Merage School of Business, University of California, Irvine
October 22, 2010. Fox School of Business, Temple University
October 7, 2010. Rotman School, University of Toronto
October 1, 2010. Richard Ivey School, University of Western Ontario
February 19, 2010. University of Utah
November 3, 2009. IESE, Barcelona
November 2, 2009. Carlos III, Madrid
October 23, 2009. UCLA
October 12, 2009. University of Texas, Dallas

"R&D Returns Causality: Absorptive Capacity or Organizational IQ"

March 9, 2009. Naval Postgraduate School
September 15, 2008. Universidade Católica Portuguesa

"Firm R&D behavior and evolving technology in established industries"

May 16, 2008. Catania University

"Entrepreneurial Risk and Market Entry"

December 9, 2005. Krannert School at Purdue University
January 6, 2005. Tuck School at Dartmouth College

"Spillover Asymmetry and Why it Matters"

October 22, 2004. University of Illinois
September 30, 2004. London Business School
January 26, 2004. Emory University
January 16, 2004. University of Michigan

"Is Failure Good?"

February 16, 2005 McDonough School of Business, Georgetown University
November 6, 2003. Stern School, NYU
September 23, 2003. HBS Entrepreneurial Management Seminar
September 17, 2003. Fuqua, Duke University

"Persistent Heterogeneity and Sustainable Innovation"

December 6, 2002 Olin School, Washington University

CONFERENCE PRESENTATIONS:

June 2012. "IQ and the Market Value of R&D", The Strategic Research Initiative, New York.

June 2012. "The Schumpeterian Cost of Regulation on Entry and Innovation: The Case of Bail Bonds", Strategic Management Society, Special Conference, Singapore. **Best Paper Nominee**

March 2012. Measuring Organizational Innovation Performance: Organizational IQ/Innovation Premium, BYU/University of Utah Winter Strategy Conference.

May 2011. No Exit: Failure to Exit under Uncertainty, Atlanta Competitive Advantage Conference, Atlanta, GA. **ACAC Best Paper Award**

May 2011 "IQ and the R&D market value puzzle", Darden Entrepreneurship and Innovation Research Conference, Charlottesville, VA.

April 2011 "IQ and the R&D market value puzzle", Wharton Technology Conference, Philadelphia, PA

September 2010 "IQ and the R&D market value puzzle", Strategic Management Society, Rome, IT.

August 2010. "IQ and the R&D market value puzzle", Academy of Management, Montreal.

August 2009. No Exit: Failure to Exit Under Uncertainty, Academy of Management, Chicago.

November 2007. Causes and Consequences of Entrepreneurial Entry in Bail Bonds, *Annual INFORMS*, Seattle, WA.

June 2007. "Design of Routines for Replication" *DRUID*, Copenhagen, Denmark.

March 2007. "Firm R&D Behavior and Evolving Technology in Mature Industries", *Organization Science conference on Strategic Renewal*, Chicago, IL.

December 2006. "Managing for Consistency in Franchises", Wharton-TRI Conference, COMAT.

August 2006. "Design of Routines for Replication" *Academy of Management*, Atlanta, GA.

August 2006. "R&D/Returns Causality: Absorptive Capacity or Organizational IQ" *Academy of Management*, Atlanta, GA.

June 2006. "R&D/Returns Causality: Absorptive Capacity or Organizational IQ" *Atlanta Competitive Advantage Conference*, Atlanta, GA.

February 2006. "Design of Routines for Replication" *Organization Science Winter Conference*, Steamboat Springs, CO.

November 2005. "Design of Routines for Replication", *Strategic Management Society*, Orlando.

November 2005. "Absorptive Capacity: Nature or Nurture" *Strategic Management Society*, Orlando, FL.

August 2005. "Entrepreneurial Risk and Market Entry" *Academy of Management*, Honolulu.

August 2005. "Firm Decomposition and Innovation: Capturing Exploration and Exploitation Complementarities", *Academy of Management*, Honolulu.

July 2005. "Adventures in Heterogeneity" **Keynote speaker**, *Sinergie Conference on Heterogeneity, Diversification and Performance*, University of Calabria, Arcavacata, Italy.

January 2005. "Design of Routines for Replication", *Second Annual Routines Workshop*, Nice.

January 2005. "Entrepreneurial Risk and Market Entry" *2005 USASBE/SBI National Conference*, Indian Wells, CA.

November 2004. "Spillover Asymmetry and Why it Matters" *Strategic Management Society*, San Juan, Puerto Rico.

October 2003. "Is Failure (Excess Entry) Good?" *Annual Strategy Research Conference at HBS*

August 2003. Persistent Heterogeneity and Sustainable Innovation. *Academy of Management*, Seattle, WA.

September 2002. The Organizational Routines Factor Market Paradox. *SMU Conference on Competitive Heterogeneity*, Dallas, TX.

August 2002. Factors Affecting the Dynamics of R&D, *Academy of Management*, Denver, CO.

May 2002. Persistent Heterogeneity and Sustainable Growth, *Strategy Research Forum*, Maryland.

May 2001. Is Failure a Public Good, *Strategy Research Forum*, Northwestern University.

August 2000. On Strategic Accumulation of Intangible Assets, *Academy of Management*, Toronto.

February 2000. Crucial Experiments in Economics vs. Sociology, *Organization Science Winter Conference*, Keystone, CO.

August 1999. Knowledge Dynamics: Reconciling Competing Null Hypotheses on Knowledge Flow, *Academy of Management*, Chicago.

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

October 1998. The Management of Extramural Knowledge, *INFORMS College on Organizations*, Seattle.

August 1998. Reconciling Entry with Entry Detering Levels of Intangible Assets, *Strategic Management Society*, Phoenix.

October 1997. Knowledge Physics: Reconciling Competing Null Hypotheses on Knowledge Flow, *Strategic Management Society*, Barcelona.

October 1997. Nirvana Efficiency: A Comparative Test of Residual Claims and Routines, *Strategic Management Society, Barcelona*.

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

January 1997. Knowledge Management: Theory and Practice, *Organization Science Winter Conference, Park City, UT*.

November 1996. Reconciling Entry with Entry Detering Levels of Intangible Assets, *Strategic Management Society, Phoenix*.

October 1995. Dynamic Theory of Managerial Value, *Strategic Management Society, Mexico*

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

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

August 1993. Why Build Competence Barriers, *Strategic Management Society, Chicago*.

EDITORIAL ACTIVITIES:

Editorial Review Board, *Strategic Management Journal*

Ad Hoc Reviewing:

Management Science

Organization Science

Administrative Science Quarterly

IN THE PRESS:

Reversing Induced Discrimination: Theory and Experiment:

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

http://www.businessweek.com/bschools/content/aug2007/bs20070830_554115_page_3.htm

“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.

http://selmashrm.org/2007/Past_News/November%202007.pdf

-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

http://www.businessweek.com/smallbiz/content/feb2005/sb2005021_6109_sb013.htm

Wall Street Journal

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

DOCTORAL TRAINING:

PhD committees

David Bryce (*currently at BYU*)
Christina Fang (*currently at NYU*)
Isin Guler (*currently at UNC*)
Hart Posen (*currently at University of Michigan*)
Ben Powell (*currently at University of Alabama*)
Brian Wu (*currently at University of Michigan*)
Jennifer Schurr (George W. Brown School, Washington University)
James Yen (Olin School, Washington University)
Erin Scott, *Advisor, (Kauffman Foundation Fellow, Organization Science Dissertation Proposal Competition (2nd place), NBER Fellow*
Carl Vieregger, *Advisor*

Co-authoring with PhD students

David Bryce (1 paper)
Anuja Gupta (1 paper)
Hart Posen (5 papers)
Brian Wu (2 papers), *including the paper awarded the SBA Best Student Paper award*
James Yen (1 paper)
Erin Scott (1 paper)
Carl Vieregger (1 paper)

TEACHING EXPERIENCE:

1. Undergraduate courses:

Olin Experience (Washington University-MGT 250)
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:

Strategic Management (Washington University-MGT 5320)-redesigned in 2012 around new online strategy simulation
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 Innovation Strategy (Washington University – MGT 634)
Seminar in Entrepreneurship (Washington University – MGT 634)
Economics of Entrepreneurship (Pennsylvania - MGMT 932)

4. Executive education:

Optimizing Firm R&D and Market Value (June 2011)

PROFESSIONAL SERVICE:

Terry Book Award Committee, Academy of Management, 2012
Strategy Research Initiative, Executive Board, 2012-1015
Academy of Management BPS Jr. Faculty Consortium 2011
Academy of Management BPS Doctoral Consortium 2009
Founding member: Strategy Research Initiative 2006-present
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 for junior faculty (now in 12th year)
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

UNIVERSITY SERVICE:

Olin

Advancing Olin Alumni presentation on organizational IQ, September 2011
PhD committee (and head of Strategy PhD program) 2008/2012
MBA Curriculum committee 2010-2012
Entrepreneurship curriculum committee
Initiated/coordinated HBS workshop "Art & Craft of Discussion Leadership" (January 2011)
Alternative Career Week facilitator (2010)
WCC search committee 2008
Mentor: "Exploring St. Louis" Village BLOC 2006-2007
Judge: Olin Idea Bounce, Olin Cup (several years)
Coordinator: CRES Strategy Seminar 2006/2007
Affirmative Action Committee 2006/2007

Welcome Weekend Panel (2009, 2010, 2011)

Wharton

Co-coordinator, Wharton Applied Economics Seminar Series, 1998-2002
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

HONORS AND AWARDS

- Strategic Management Society Special Conference-Singapore, Best Paper Nominee
- Atlanta Competitive Advantage Conference Best Paper Award, 2011
- NSF Award **0965147**: Firm IQ: A Universal, Uniform and Reliable Measure of R&D Effectiveness (\$149,509, June 2010)
- 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

MANAGEMENT EXPERIENCE

PRESIDENT AND CEO, Equity Benefits, LLC, St. Louis, MO

Founded venture that commercializes "Self-Adjusting Methodology to Inhibit Induced Discrimination", U.S. Provisional Patent Application, 13/093,771

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