

November 2019

**ANNE MARIE KNOTT**

Robert and Barbara Frick Professor in Business  
Olin School of Business  
Washington University  
Campus Box 1156  
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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

**LICENSES:**

**Series 65 exam**

**ACADEMIC EXPERIENCE:**

Robert and Barbara Frick Professor in Business, Olin School, Washington University, 2017  
Area Chair, Strategy and Entrepreneurship  
Professor of Strategy, Olin School, Washington University, 2011-2017  
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  
Asst Professor of Management, Wharton School, University of Pennsylvania, 1995-2004

**PUBLICATIONS:**

1. Knott, Anne Marie and Carl Vieregger (forthcoming), "Reconciling the Firm Size and Innovation Puzzle", Organization Science
2. Knott, Anne Marie and Scott Turner (2019), "An Innovation Theory of Headquarters Value in Multibusiness Firms", Organization Science 30(1): 19-39
3. Knott, Anne Marie (2018) "There's no Good Alternative to Investing in R&D", Harvard Business Review, Digital Article, April 17, 2018

4. Cummings, Trey and Anne Marie Knott (2018) "Outside CEOs and Innovation", Strategic Management Journal 39(8): 2095-2119. **Winner-Perfect Pitch Competition, Sumantra Ghoshal Conference**
5. Knott, Anne Marie (2017) "The Real Reasons Companies Are So Focused on the Short Term", Harvard Business Review, Digital Article, December 13, 2017
6. Knott, Anne Marie, (2017) "Learning in Chains and What We Can Learn From It" in The Oxford Handbook of Group and Organizational Learning (L. Argote & J. Levine, eds), Oxford University Press..
7. Knott, Anne Marie (2017) "Is R&D Getting Harder or are Companies Just Getting Worse at It?", Harvard Business Review, Digital Article, March 21, 2017
8. Elfenbein, Dan, Anne Marie Knott and Rachel Croson, (2017) "Equity Stakes and Exit: An Experimental Approach to Decomposing Exit Delay" Strategic Management Journal, 38(2): 278–299
9. Elfenbein, Dan and Anne Marie Knott (2015) "Time to Exit: Rational, Behavioral and Organizational Delays" Strategic Management Journal, 36(7) 957-1114, lead article.
10. Knott, Anne Marie, Anuja Gupta and David Hoopes (2015), "Redesigning Routines for Replication" Strategic Management Journal, 36(6): 851-871.
11. Knott, Anne Marie (2014) "What the Two Most Innovation-Friendly States Have in Common", Harvard Business Review, Digital Article, December 04, 2014
12. Knott, Anne Marie (2012) "R&D: The Trillion Dollar Fix" Harvard Business Review, May. *Published in Harvard Business Review, China July 2012*
  - Knott, Anne Marie (2012) "Can You Get Better at Research?", Harvard Business Review, Digital Article, May 10, 2012
  - Knott, Anne Marie (2012) "Don't Cripple Innovation for the Sake of This Quarter's Numbers" Harvard Business Review, Digital Article, April 26, 2012
13. Knott, Anne Marie and Hart Posen (2009) "Firm R&D behavior and evolving technology in established industries" Organization Science 20(2): 352-367
14. Knott, Anne Marie (2009) "Measuring R&D Effectiveness", Research-Technology Management 53(5) 9-13.
15. Knott, Anne Marie, Hart Posen and Brian Wu (2009) "Spillover Asymmetry and Why It Matters" Management Science 55(3) 373-388
16. Knott, Anne Marie (2008) "R&D Returns Causality: Absorptive Capacity or Organizational IQ" Management Science 54 (12) 2054-2067
17. Knott, Anne Marie (2008) "Improving consistency and quality of service delivery: Implications for Addiction Treatment Clinics" Journal of Substance Abuse Treatment, 35 99–108

18. 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***
19. Knott, Anne Marie and Hart Posen (2005) "Is Failure Good?" Strategic Management Journal 26 (7) 617-641.
20. Knott, Anne Marie. (2005) "Induced Discrimination and Firm Size: Information versus Incentive Effects" Journal of Small Business Economics 25, 393-405.
21. Knott, Anne Marie. (2003). "Persistent Heterogeneity and Sustainable Innovation", Strategic Management Journal, 24 (8) 687-705 (*lead article*).  
***Emerald Management Reviews Award of Distinction***
22. Knott, Anne Marie. (2003). "The Organizational Routines Factor Market Paradox", Strategic Management Journal, 24 (10) 929-943.
23. Knott, Anne Marie, David Bryce and Hart Posen. (2003). "On Strategic Accumulation of Intangible Assets", Organization Science, 14 (2) 192-207.
  - Reprinted in CA Maritan & MA Petaraf (eds) 2011, Competitive Strategy, Edward Elgar Publishing, Cambridge, MA.
24. 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.
25. Knott, Anne Marie (2001). "The Dynamic Value of Hierarchy", Management Science, 47 (3) 430-448.
26. 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*).
27. Knott, Anne Marie and Margaret Debevec (1995) In Search of Profitable Print Shop Operation, Quick Printing, 18 (12) 66-76.
28. Bailey, James and Anne Marie Pulos (1990) Air Intercept Imaging Infrared Seeker, Proceedings 38th National Infrared Information Symposium.

#### **WORKING PAPERS:**

1. Brent Goldfarb, Seojin Kim, Anne Marie Knott and Rafael Corriedora, "The Impact of Intellectual Property Rights on Commercialization of Federally Funded Research" [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3399626](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3399626) *Under first review, Science*.
2. Cooper, Michael, Anne Marie Knott and Wenhao Yang, "Implications of Innovation Measurement" [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2631655](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2631655) *Under second review, Journal of Financial and Quantitative Analysis*

3. Knott, Anne Marie and Carl Vieregger, "Does R&D Drive Growth", [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2382885](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2382885)
4. Knott, Anne Marie "The Impact of R&D Outsourcing" [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2756220](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2756220) **2015 Winner- Olin Award: Research That Transforms Business**
5. Scott, Erin and Anne Marie Knott, "The Schumpeterian Cost of Regulation on Entry and Innovation: The Case of Bail Bonds" <http://ssrn.com/abstract=2463741> **Best Paper Nominee- Strategic Management Society Special Conference-Singapore**
6. Knott, Anne Marie "Is R&D Getting Harder or Are Firms Getting Worse at R&D"

#### WORK IN PROGRESS:

- Knott, Anne Marie and Romel Mostafa, "To the Frontier and Beyond: The Causes and Consequences of Cross Country Heterogeneity in Firm's R&D productivity"
- Upstream Causes of Declining Dynamism and Diffusion

#### FORBES ARTICLES:

[Capitalism Is Already Accountable To Stakeholders](#)  
(October 19, 2019)

[You Can't Jump-Start a Dead Battery](#)  
(June 5, 2019)

[The Medicines Company: Innovating Innovation](#)  
(March 11, 2019)

[Why The Tax Cuts And Jobs Act \(TCJA\) Led To Buybacks Rather Than Investment](#)  
(February 21, 2019)

[Marrying Warren Buffett And Paul Romer: A Strategy For Value Investing In Technology](#)  
(February 8, 2019)

#### GRANTS:

1. NSF Award **0965147**: Firm IQ: A Universal, Uniform and Reliable Measure of R&D Effectiveness (\$149,509)  
<http://www.nsf.gov/awardsearch/showAward.do?AwardNumber=0965147>
2. NSF Award **1246893**: The Impact of R&D Practices on R&D Effectiveness (\$106,537)  
<http://www.nsf.gov/awardsearch/showAward.do?AwardNumber=1246893>
3. Skandalaris Center for Entrepreneurial Studies Grant **40426F**: Delayed Exit as a Problem of Signal Detection with Bias: An Experimental Approach (with R. Croson and D. Elfenbein)

#### BOOKS:

1. Knott, Anne Marie, (March 2017) [How Innovation Really Works](#), McGraw-Hill
2. Knott, Anne Marie (2012) Venture Design 3/e, Entity Press, 440 pages.
3. Knott, Anne Marie (2008) Venture Design 2/e, Sage Publications, 440 pages.
4. Knott, Anne Marie (2001) Venture Design 1/e, Entity Press, 352 pages.

#### **PATENT APPLICATIONS:**

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

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

#### **INVITED PRESENTATIONS:**

June 27, 2019. Colloquium, UCLA

January 20, 2017. Fisher College of Business, Ohio State University

October 29, 2016. Leeds School of Business, University of Colorado

March 13, 2015. School of Business, University of Kansas

January 14, 2015. Darla Moore School, University of South Carolina

October 10, 2014. Ivey Business School, Western University, London, ON

October 1, 2014. Scheller College of Business - Georgia Institute of Technology

March 25, 2014. Strategy and Entrepreneurship Seminar, London Business School.

March 12, 2014. Stanford Institute for Economic Policy Research.

September 24, 2013. Management Division Seminar, Columbia Business School.

October 17, 2013. Robert H. Smith School of Business, University of Maryland

March 21, 2013. A.B. Freeman School of Business, Tulane University

April 2, 2012. Leavey School of Business, Santa Clara University

March 8, 2012. Haas School of Business, University of California, Berkeley

January 13, 2012. UCLA Anderson School of Management

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 Anderson School of Management

October 12, 2009. University of Texas, Dallas

March 9, 2009. Naval Postgraduate School

September 15, 2008. Universidade Católica Portuguesa

May 16, 2008. Catania University

December 9, 2005. Krannert School at Purdue University

February 16, 2005 McDonough School of Business, Georgetown University

January 6, 2005. Tuck School at Dartmouth College  
October 22, 2004. University of Illinois  
September 30, 2004. London Business School  
January 26, 2004. Emory University  
January 16, 2004. University of Michigan  
November 6, 2003. Stern School, NYU  
September 23, 2003. HBS Entrepreneurial Management Seminar  
September 17, 2003. Fuqua, Duke University  
December 6, 2002 Olin School, Washington University

## CONFERENCE PRESENTATIONS:

October 2019, "The Impact of Intellectual Property Rights on Commercialization of University Research", *Strategic Management Society*, Minneapolis, MN.  
October 2019, "The Impact of Intellectual Property Rights on Commercialization of University Research", *Atlanta Conference on Science and Innovation Policy*, Atlanta, GA.  
December 2018, "Multi-divisional Structure and Innovation", *Wharton Corporate Strategy and Innovation Conference*, Philadelphia, PA.  
April 2018, "Did Bayh-Dole Accelerate Commercialization of Publicly-Funded R&D?", *Wharton Technology and Innovation Conference*, Philadelphia, PA.  
October 2017, "Outside CEOs and Innovation", *Strategic Management Society*, Houston, TX  
August 2017, "Multi-divisional Structure and Innovation", *Academy of Management*, Atlanta, GA  
June 2017, "Outside CEOs and Innovation", *DRUID17 Conference*, NYU Stern School, New York, NY.  
June 2017, "Outside CEOs and Innovation", *Darden Entrepreneurship and Innovation Research Conference*, Cambridge University, Cambridge, UK  
June 2017, "Multi-divisional Structure and Innovation", *Vienna Conference on Strategy, Organizational Design, and Innovation*, Vienna, Austria  
May 2017, "Outside CEOs and Innovation", *Sumantra Ghoshal Conference on Managerially Relevant Research*, London Business School, London, UK  
September 2016, "Reconciling the Firm Size and Innovation Debate", *Strategic Management Society Conference*, Berlin, Germany.  
August 2016, "CEO Expertise and Innovation" *Academy of Management*, Anaheim, CA  
June 2016, "Reconciling the Firm Size and Innovation Debate", *Sumantra Ghoshal Conference on Managerially Relevant Research*, London Business School, London, UK  
May 2016, "Chain Structure and Innovation", *Learning in Social Contexts Conference*, Pittsburg, PA  
May 2016, "Reconciling the Firm Size and Innovation Debate", *Darden and Cambridge Judge Entrepreneurship and Innovation Research Conference*, Washington, DC.  
February 2016, "Outsourced R&D and GDP Growth", *Organization Science Winter Conference*, Park City.  
September 2015 "All Hail Large Firms: Reconciling the Firm Size and Innovation Debate", *Census Data Research Conference*, Stanford University.  
August 2015 "Outsourced R&D and GDP Growth" *Academy of Management Annual Meeting*, Vancouver.  
August 2015 "To the Frontier and Beyond: The Causes and Consequences of Cross Country Heterogeneity in Firm's R&D productivity" *Academy of Management Annual Meeting*, Vancouver, BC.  
June 2015 "All Hail Large Firms: Reconciling the Firm Size and Innovation Debate", *DRUID15 Conference*, Rome, Italy.  
June 2015 "Outsourced R&D and GDP Growth" *Society for New Institutional Economics (ISNIE)*, Boston  
May 2015. "Outsourced R&D and GDP Growth" *Atlanta Competitive Advantage Conference*, Atlanta, GA  
September 2014, "An Empirical Test of Endogenous Firm Growth", *Strategic Management Society Annual Conference*, Madrid, Spain.

August 2014, "Equity Stakes and Exit: An Experimental Approach to Decomposing Exit Delay", *Academy of Management Annual Meeting*, Philadelphia, PA.

August 2014, "The Schumpeterian Cost of Regulation on Entry and Innovation: The Case of Bail Bonds", *Academy of Management Annual Meeting*, Philadelphia, PA.

August 2014, "An Empirical Test of Endogenous Firm Growth", *Academy of Management Annual Meeting*, Philadelphia, PA.

June 2014, "Why R&D no longer drives GDP growth", *Census Research Data Center Annual Research Conference*, Washington, DC.

June 2014, "Quitting Time: An Experimental Approach to Decomposing Exit Delay" *Strategic Management Society Special Conference*, Copenhagen, Denmark

June 2014, "Quitting Time: An Experimental Approach to Decomposing Exit Delay" *Darden-Cambridge Entrepreneurship and Innovation Research Conference*, Cambridge, UK

May 2014, "Quitting Time: An Experimental Approach to Decomposing Exit Delay" *Ghoshal Conference, London Business School*, London, UK

September 2013, "Quitting Time: An Experimental Approach to Decomposing Exit Delay" *State of the Field Entrepreneurial Exit Conference* at the Ratio Institute in Stockholm, Sweden

June 2012. "RQ and Endogenous Growth", 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", Academy of Management, 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, MD*.

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. Remedying 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 Deterring 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 Deterring 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*.

## **INDUSTRY PRESENTATIONS:**

December 2019. Opening speaker at the *Mack Institute for Innovation Management Fall Conference, Philadelphia, PA*.

December 2019. Closing Keynote speaker at *The R&D 100 Conference, San Matteo, CA*.



October 2019. Plenary speaker at *National Science Foundation (NSF), American Society of Electrical Engineers (ASEE) Engineering Research Centers (ERC) Planning Grant Workshop*. Alexandria, VA.

July 2018. Keynote address at the *PP&G R&D Leaders Meeting*, Pittsburg, PA

September 2017. Lunch address at the *ACS Chief Technology Officer Summit*, Washington DC

June 2017. Opening keynote address at the [National Academies: Government-University-Industry Research Roundtable \(GUIRR\)](#), Washington DC.

May 2017. "Which Boundary Spanning Strategies Work and Which Don't" *Industrial Research Institute Annual Meeting*, Boston, MA

May 2017. "How Innovation Really Works" *Anderson UCLA Alumni Conference*, Los Angeles

May 2016. "R&D and Growth" *Industrial Research Institute Annual Meeting*, Orlando, FL

April 2015. "Valuing Innovation Master Class" *CFA Institute*, Frankfurt, Germany

May 2014. "Demonstrating the Value of Innovation" *Industrial Research Institute Annual Meeting*, Boston, MA

May 2013. *Insight Venture Partners Annual R&D Forum*, New York, NY.

## EDITORIAL ACTIVITIES:

Editorial Review Board, *Strategic Management Journal*  
and Co-editor of Special Issue on Empirical Research

Ad Hoc Reviewing:

Management Science

Organization Science

Administrative Science Quarterly

Industrial and Corporate Change

National Science Foundation grant proposals

Economic and Social Research Council (UK) grant proposals

## IN THE PRESS:

### **Reconciling the Firm Size and Innovation Debate**

[Is Big Business Really That Bad](#), Atlantic Monthly (April 2018)

### **How Innovation Really Works:**

Podcast [American Management Association](#) (May 10, 2017)

Interview on [skipprichard.com](#) (April 26, 2017)

Podcast [Onward Nation](#) (May 11, 2017)

Interview in [Insigniam Quarterly](#)

[Research and Development Isn't Dead, It's Broken](#), Minneapolis Star Tribune (Feb 25, 2017)

### **RQ (broadly):**

[Why Free Is Too High a Price for Facebook and Google](#), *Wall Street Journal* (June 8, 2019)

Interview on [Wharton Radio Behind the Markets](#) (May 3, 2019)

[Improve R&D Spending and Productivity With the Research Quotient Model](#), (IEEE Engineering Management Review, April 2, 2018)

[An Uptrend in U.S. R&D Spending: Possible Breakthrough Period Ahead](#) (R&D Magazine, March 26, 2018)

[R&D Spending Level: What is your Research Quotient?](#) (Machine Design, February 27, 2018)

[HP Labs seeks to regain its former glory](#), (San Francisco Chronicle, Sep 16, 2017)

CNBC Special Report on RQ: <http://www.cnbc.com/RQ50>  
“That's What's Magic” CFA Institute Magazine June 2016  
Measuring R&D Productivity (Research-Technology Management, Jan 2015)  
[Google Lab Puts a Time Limit on Innovations](#) (WSJ Mar 31, 2015)

*Response to What the Two Most Innovation-Friendly States Have in Common: Washington Post, [Inc Magazine](#)*

*Response to The Trillion Dollar R&D Fix:  
Forbes, Atlantic, CNBC*

**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.  
[http://selmashrm.org/2007/Past\\_News/November%202007.pdf](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  
*Wall Street Journal*  
<http://www.startupjournal.com/howto/soundadvice/20070430-milani.html>

**DOCTORAL TRAINING:**

**PhD advisees**

Trey Cummings (Olin Business School, Washington University) 2019, **Finalist Organization Science Dissertation Proposal Competition (Johns Hopkins University)**  
Leo Kluppel (Olin Business School, Washington University) 2018, **SMS Best Conference PhD Paper Prize (Ohio State University)**  
Carl Vieregger, (Olin Business School, Washington University) 2013, **SMS Best Conference Paper Prize for Practice Implications (Drake University)**  
Erin Scott (Olin Business School, Washington University) 2012, **Kauffman Foundation Fellow, Organization Science Dissertation Proposal Competition (2<sup>nd</sup> place), NBER Fellow (MIT)**

**PhD committees**

David Bryce (*BYU*)  
Christina Fang (*NYU*)  
Isin Guler (*UNC*)  
Hart Posen (*University of Wisconsin*)  
Ben Powell (*University of Alabama*)  
Brian Wu (*University of Michigan*)  
James Yen (*Peking University*)

### **Co-authoring with PhD students**

David Bryce (1 paper)  
Anuja Gupta (1 paper)  
Hart Posen (4 papers)  
Brian Wu (2 papers), *including paper awarded the SBA Best Student Paper award*  
Erin Scott (1 paper), *best paper nomination SMS Special Conference*  
Carl Vieregger (2 papers)  
Trey Cummings (1 paper), *winner "perfect pitch" LBS Ghoshal Conference*

### **TEACHING EXPERIENCE:**

1. Undergraduate courses:  
Corporate and Global Strategy-(Washington University - MGT 460H)  
Introduction to Entrepreneurship (Washington University - MGT 430)  
Entrepreneurial Decision Making (University of Pennsylvania- MGMT 230)  
*Supervised approximately 100 venture designs*
2. MBA courses:  
Business Models in a Global Context (Washington University-MGT 560P)  
Strategic Management (Washington University-MGT 5320)  
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 Corporate Strategy (Washington University – MGT 634)  
Seminar in Technology Strategy (Washington University – MGT 634)  
Seminar in Entrepreneurship (Washington University – MGT 634)  
Economics of Entrepreneurship (Pennsylvania - MGMT 932)
4. Executive MBA:  
International Management Residency (EMBA-S) (MGT 710)  
Innovation and Entrepreneurship (MGT 755)

### **PROFESSIONAL SERVICE:**

Co-editor, Strategic Management Journal Special Issue on Empirical Research  
Academy of Management BPS Jr. Faculty Consortium, Chair 2012, 2018, CoChair 2011, 2017,  
Panelist 2013-2016  
Reviewer, SMS SRF dissertation grant 2014-2017  
Kauffman Doctoral Consortium, PhD workshop 2015, 2016  
Atlanta Competitive Advantage Conference, PhD workshop, 2010-2015  
Terry Book Award Committee, Chair 2013, committee member 2012

Co-founder, Strategy Research Initiative, 2006  
Academy of Management BPS Doctoral Consortium  
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

## UNIVERSITY SERVICE:

### *Olin/WUSTL*

Coordinator, CRES Strategy Conference Celebrating the Work of Richard Rumelt, May 2018  
Area chair (Strategy) 2017-  
Academic integrity committee 2017-  
PhD committee (Strategy chair) 2008-2017  
Faculty Achievement Awards Committee 2017-2020  
Omnibus Committee 2015-2017  
Conflict of Interest Review Committee, 2014/2015  
Assurance of Learning Committee, Chair 2012/2013  
MBA Curriculum committee 2010-2013  
PhD committee (head of Strategy PhD program) 2008-present  
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 with Joel Waldfogel, 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

-Perfect Pitch Award (for implications outside academia), 2017  
-Olin Award: Research That Transforms Business, 2015  
-NSF Award **1246893**: The Impact of R&D Practices on R&D Effectiveness

- Atlanta Competitive Advantage Conference Best Paper Award, 2011
- NSF Award **0965147**: Firm IQ: A Universal, Uniform and Reliable Measure of R&D
- 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

## **INDUSTRY EXPERIENCE**

FOUNDER and CHIEF SCIENTIST, amKANALYTICS, LLC (2011-Present)

Online platform to help executives reverse the 65% decline in R&D productivity (RQ), and eliminate the \$182 Million average lost profits each year from R&D misallocation

CONSULTANT to The World Bank (2017)

DIRECTOR, Berkeley Research Group (2011-2014)

Managerial consulting related to R&D

PROJECT ENGINEER-PROJECT MANAGER. Advanced Technology Projects, Hughes Missile Systems Company (HMSC), Canoga Park, CA (1978-1993)

Program Manager for an advanced technology contract.

Responsible Systems Engineer for AGM-65G

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