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Academic Positions and Work Experience

- 2016 – Present Paul Hammaker Professor of Business Administration
University of Virginia, Darden Graduate School of Business Administration
- 2010 – Present Jamuna Raghavan Chair Professor of Entrepreneurship, *Indian Institute of Management, Bangalore, India*
- 2016 – Present Board Member, Lending Tree, NASDAQ: TREE
- 2009 – 2016 Isidore Horween Research Associate Professor of Business Administration
University of Virginia, Darden Graduate School of Business Administration
- 2014 – 2017 Chair Professor of Entrepreneurship at *Nankai University, Tianjin, China*
- 2004 – 2009 Associate Professor of Business Administration
University of Virginia, Darden Graduate School of Business Administration
- 2002 – 2004 Assistant Professor of Entrepreneurship
University of Maryland, R H Smith School of Business,
- 1998 – 2002 Assistant Professor of Entrepreneurship
University of Washington, Seattle
- 1980 – 1991 Co-founded and operated five ventures

Education

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

Major Awards and Honors

- 2018: Miami University Distinguished Lecture in Entrepreneurship
- 2017: Foundational Paper Award from Academy of Management
- Unforgettable Lecture at UVA
- 2017-18: Small Business Economics Journal special issue on effectuation
- January 2017: Co-taught with cofounder of Infosys a one-day workshop for the entire C-suite of 4 top banks in India (Topic: Effectual Analysis of the Demonetization Crisis)
- 2016 Schumpeter Lecture, Stockholm, Sweden
- October 2016: Co-taught with two sharks from Shark Tank a one-day Workshop for 200 Advertising Creatives from around the world at the London International Awards held in Las Vegas, NV
- 2015 Jubilee Professor of Entrepreneurship, Chalmers University, Gothenburg, Sweden
- 2013 Ph.D. Honorary Doctor of Humane Letters, Babson College
- 2011: Inc Magazine cover featured article, *How Great Entrepreneurs Think*
- 2008 Falcone Distinguished Entrepreneurship Scholar, Syracuse University
- 2006-2008 Mercatus Fellow, George Mason University

- 2006 Haniel Guest Professor, Humboldt University, Berlin, Germany

Other Academic Positions

- Associate Editor, Strategic Entrepreneurship Journal – 2009-2014
- Associate Editor, Journal of Business Venturing – 2005 to 2010
- Member, Editorial Board, Journal of Business Venturing – 2011-Present
- Member, Editorial Board, Strategic Entrepreneurship Journal – 2009-2010
- Member, Editorial Board, Academy of Management Journal – 2004 to 2006
- Board Member, IDEA, Denmark – 2007 to present
- Advisory Board member, International Master in Entrepreneurship Education and Training, University of Aarhus, Denmark – 2007 to present
- Adjunct international faculty member, Center of Business Innovation, Chalmers University, Goteborg, Sweden – 2006 to present
- Batten Research Fellow, Darden Graduate School of Business Administration, University of Virginia – 1999-2001

RESEARCH PUBLICATIONS

Books

- Read, S., Sarasvathy, S. D., Dew, N., and Wiltbank, R. 2016. 2nd Edition. *Effectual Entrepreneurship 2nd Edition*. Oxford, UK: Routledge
- Read, S., Sarasvathy, S. D., Dew, N., Wiltbank, R. and Ohlsson, A.V. 2011. *Effectual Entrepreneurship*. Oxford, UK: Routledge (Translated into Portuguese, Dutch, French, Russian, Japanese and Chinese. Also nominated for 2011-12 CGI Book of the Year and won the gold medal in 2012 Axion Business Books award)
- Sarasvathy, S. D., Venkataraman, S., and Dew, N. Forthcoming 2018 *Made, as well as found: Researching entrepreneurship as a science of the artificial*. Routledge.
- Sarasvathy, S. D. 2008. *Effectuation: Elements of Entrepreneurial Expertise*. Edward Elgar, New Horizons in Entrepreneurship Series. (Nominated for Terry Book Award, Academy of Management)
- Sarasvathy, S. D. 2008. *Effectuation: Elements of Entrepreneurial Expertise*. Edward Elgar, New Horizons in Entrepreneurship Series. (Translated into Japanese)

Books and Research-in-Progress (Expected dates of completion 2018-19)

- On Equity: History, regulations and practices of equity relationships in entrepreneurship 20 countries
- Art of the ASK: Based on in-depth interviews with 85 Inc entrepreneurs and an experience sampling study of 250 small business owners across the US.

Peer- Reviewed Journal Articles

- Townsend, D., Hunt, R., Sarasvathy, S.D. and McMullen, J. 2018. *Knowledge Problems and Entrepreneurial Action*. **Academy of Management Annals**. Forthcoming.

- Dew, N. and Sarasvathy, S.D. 2016. *Exaptation and Niche Construction: Behavioral Insights for an Evolutionary Theory*. **Industrial and Corporate Change**, 25(1): 167-179.
- Nielsen, K. and Sarasvathy, S. D. 2016. *A Market for Lemons in Serial Entrepreneurship? Exploring Type I and Type II Errors in the Restart Decision*. **Academy of Management Discoveries** 2(3): 247-271.
- Read, S., Sarasvathy, S. D., Dew, N. and Wiltbank, R. 2016. *Response to Arend et al: Co-creating Entrepreneurship Research*. **Academy of Management Review**, 41(3): 528-536.
- York, J. G., O’Neil, I. and Sarasvathy, S.D. 2016. *Exploring environmental entrepreneurship: Identity coupling, venture goals, and stakeholder incentives*. **Journal of Management Studies** 53(5): 695-737 (Also Best Paper Award at the NYU Stern 10th Annual Social Entrepreneurship Conference)
- Dew, N., Read, S., Sarasvathy, S. D., & Wiltbank, R. (2015). *Entrepreneurial expertise and the use of control*. **Journal of Business Venturing Insights**, 4: 30-37.
- Sarasvathy, S. D. 2014. *The downside of entrepreneurial opportunities*. **M@n@gement**. 17(4): 305-315
- Kalinic, I., Sarasvathy, S.D., and Forza, C. 2014. *‘Expect the unexpected’: Implications of effectual logic on the internationalization process*. **International Business Review** 23(3): 635-647.
- De Colle, S., Henriques, A. and Sarasvathy, S. D. 2014. *The paradox of CSR standards*. **Journal of Business Ethics**. 125(2):177–191
- Sarasvathy, S.D., Kumar, K., York, J. and Bhagavatula, S. 2014. *An Effectual Approach to International Entrepreneurship: Overlaps, Challenges and Provocative Possibilities*. **Entrepreneurship Theory and Practice** 38(1): 71-93.
- York, J., Sarasvathy, S.D. and Wicks, A.C. 2013. *An entrepreneurial perspective on value creation in private-public ventures*. **Academy of Management Review**. 38(2): 307-309.
- Harmeling, S. and Sarasvathy, S. D. 2013. *When contingency is a resource: Education entrepreneurs in the Balkans, the Bronx and beyond*. **Entrepreneurship Theory and Practice**, 37(4): 713-744.
- Venkataraman, S., Sarasvathy, S. D., Dew, N. and Forster, W. 2013. *Of narratives and artifacts*. **Academy of Management Review**, 38(1): 163-166.
- Sarasvathy, S. D., Menon, A. R. and Kuechle, G. 2013. *Failing firms and successful entrepreneurs: Serial entrepreneurship as a temporal portfolio*. **Small Business Economics**, 40(2): 417-434.
- Sarasvathy, S. D. 2013. *Mazes without minotaurs: Herbert Simon and the sciences of the artificial*. **European Management Journal**, 31: 82– 87
- Venkataraman, S., Sarasvathy, S. D., Dew, N. and Forster, W. 2012. *Whither the promise? Moving forward with entrepreneurship as a science of the artificial*. **Academy of Management Review**, 37(1): 21-33
- Read, S. and Sarasvathy, S. D. 2012. *Co-creating a course ahead from the intersection of service dominant logic and effectuation*. **Marketing Theory**, 12(2): 225-229.
- Sarasvathy, S. D. 2012. Danish Translation of *What makes entrepreneurs entrepreneurial*. **Kognition and Pedagogik**.
- Sarasvathy, S. D. and Dew, N. Forthcoming 2012, published online Dec 2011. *Without judgment: An empirically-based entrepreneurial theory of the firm*. **Review of Austrian Economics**.
- Sarasvathy, S. D. and Venkataraman, S. 2011. *Entrepreneurship as method: Open questions for an entrepreneurial future*. **Entrepreneurship Theory and Practice**, 35(1): 113-135.

- Dew N., Read, S., Sarasvathy, S. D. and Wiltbank, R. 2011. *On the entrepreneurial genesis of new markets: Effectual transformations versus causal search and selection*. **Journal of Evolutionary Economics**. 21:231-253.
- Hayward, M., Forster, W. and Fredrickson, B. 2010. *Beyond hubris: How highly confident entrepreneurs rebound to venture again*. **Journal of Business Venturing**, 25: 569–578
- Pacheco, D. F., York, J. G., Dean, T. J. and Sarasvathy, S. D. 2010. *The co-evolution of institutional entrepreneurship: A tale of two theories*. **Journal of Management**, 36(4): 974-1010.
- Read, S., Dew, N., Sarasvathy, S. D. and Wiltbank, R. 2009. *Marketing under uncertainty: The logic of an effectual approach*. **Journal of Marketing**, 73: 1-18.
- Dew N., Sarasvathy, S. D., Read, S. and Wiltbank, R. 2009. *Affordable Loss: Behavioral economic aspects of the plunge decision*. **Strategic Entrepreneurship Journal**, Vol 3 (2): 105-126.
- Dew, N., Read, S., Sarasvathy, S. D., and Wiltbank, R. 2009. *Effectual versus predictive logics in entrepreneurial decision-making: Differences between experts and novices*, **Journal of Business Venturing**, 24(4): 287-309
- Wiltbank, R., Read, S., Dew, N., and Sarasvathy, S. D. 2009. *Prediction and control under uncertainty: Outcomes in angel investing*, **Journal of Business Venturing**, 24(2): 116-133
- Harmeling, S., Sarasvathy, S. D., and Freeman, R. E. 2009. *Related Debates in Ethics and Entrepreneurship: Values, Opportunities and Contingency*, **Journal of Business Ethics**, 84(3): 341-365.
- Dew, N. and Sarasvathy, S.D., Read, S. & Wiltbank, R. 2008. *Immortal Firms in Mortal Markets? An Entrepreneurial Perspective on the Innovator's Dilemma*. **European Journal of Innovation Management**, 11(3); 313-329.
- Dew, N., Read, S., Sarasvathy, S. D., and Wiltbank, R. 2008. *A behavioral theory of the entrepreneurial firm*. **Journal of Economic Behavior and Organization**, Vol. 66 (1) 37–59
- Sarasvathy, S. D., and Dew, N., 2008. *Effectuation and Over-Trust: Debating Goel and Karri*, **Entrepreneurship Theory and Practice**, Volume 32, Issue 4, Page 727-737, Jul 2008
- Sarasvathy, S. D., Dew, N., Read, S., and Wiltbank, R. 2008. *Designing Organizations that Design Environments: Lessons from Entrepreneurial Expertise*, **Organization Studies**, 29(3): 331-350
- Sarasvathy, S. D., and Dew, N., 2008. *Is Effectuation Lachmannian? A Response to Chiles, Bluedorn, and Gupta (2007)*, **Organization Studies** 29(2): 239-245
- Dew, N., and Sarasvathy, S. D. 2007. *Innovations, stakeholders and entrepreneurship*. **Journal of Business Ethics**, 74(3): 267-283.
- Wiltbank, R Dew, N., Read, S., and. Sarasvathy, S. D. 2006. *What to do next? The case for non-predictive strategy*. **Strategic Management Journal**, 27 (10): 981–998
- Sarasvathy, S. D., and Dew N. *New market creation as transformation*. 2005. **Journal of Evolutionary Economics** 15(5): 533-565.
- Sarasvathy, S. D., and Dew N. *Entrepreneurial logics for a technology of foolishness*. 2005. **Scandinavian Journal of Management** 21: 385-406
- Sarasvathy, S. D., 2004. *Making It Happen: Beyond Theories of the Firm to Theories of Firm Design*. **Entrepreneurship Theory and Practice**, Winter: 519-531.
- Sarasvathy, S. D. 2004. *The questions we ask and the questions we care about*. **Journal of Business Venturing**, 19(5):707-720.

- Dew N., Sarasvathy, S. D. and Venkataraman, S. 2004. *Economic Implications of Exaptation*. **Journal of Evolutionary Economics**. 14: 69-84.
- Augier, M. Sarasvathy, S. D. and Sarasvathy, S. D. 2004. *Integrating evolution, cognition, and design: Extending 'Simonian' perspectives to strategic organization*. **Strategic Organization**, 2 (2): 169-204
- Sarasvathy, S. D. 2003. *Entrepreneurship as a Science of the Artificial*. **Journal of Economic Psychology**, 24: 203-220.
- Sarasvathy, S. D. 2003. *Founding moral reasoning on evolutionary psychology: A critique and an alternative*. **Business Ethics Quarterly**. (The Ruffin Series #4 on Business, Science and Ethics).
- Sarasvathy, S. D. 2002. *Entrepreneurship as economics with imagination*, **Business Ethics Quarterly**. (The Ruffin Series #3 on Entrepreneurship and Business Ethics): 95-112.
- Sarasvathy, S. D. 2001. *Effectual reasoning in expert entrepreneurial decisions: Existence and bounds*, **Academy of Management 2001 Meeting Best Paper Proceedings**, ENT D1-D6. The longer version won the Newman Award.
- Sarasvathy, S. D. 2001. *Causation and Effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency*, **Academy of Management Review**, 26(2): 243-288.
- Sarasvathy, S. D. 2000. *Report on the Seminar on Research Perspectives in Entrepreneurship*, **Journal of Business Venturing**, 15(1): 1-58. (Participating authors: Kenneth Arrow, Morton Kamien, Mancur Olson, Donald Sexton, Herbert Simon, and S. Venkataraman)
- Sarasvathy, S. D., Simon, H. A, and Lave, L. B. 1998. *Perceiving and managing business risks: Differences between entrepreneurs and bankers*, **Journal of Economic Behavior and Organization**, 33(2): 207-226.
- Sarasvathy, S. D. 1997. *How do firms come into existence? Towards a theory of the entrepreneurial process*, **Frontiers of Entrepreneurship Research-1997**.

Published Book Chapters

- Nielsen, K. and Sarasvathy, S. D. Forthcoming. *Exit Perspective on Entrepreneurship*. **The Palgrave Handbook of Multidisciplinary Perspectives on Entrepreneurship**. Edited by Romeo V. Turcan and Norman M. Fraser.
- Dew, N., Ramesh, A., Read, S., and Sarasvathy, S.D. 2018. *The Ask as an Element of Deliberate Practice in the Development of Entrepreneurial Expertise*, In **Cambridge Handbook of Expertise and Expert Performance 2nd Edition**, edited by Karl Anders Ericsson.
- Sarasvathy, S. D. 2018. *Effectual Collaboration: Ownership and control in stakeholder self-selection*. In **Oxford University Press Handbook on Entrepreneurship and Collaboration**. Oxford University Press, (Forthcoming)
- Sarasvathy, S. D. 2017. *Designing Legal Structures for Equity Relationships in New Ventures*. In **Law and Entrepreneurial Action**. Edited by Gordon Smith and Christine Hurt, Cambridge University Press, (Forthcoming)
- Sarasvathy, S.D. 2017. *Bricolage and Effectuation*. In **SAGE Handbook for Entrepreneurship and Small Business**, Editors: Robert Blackburn, Dirk De Clercq, Jarna Heinonen, Zhongming Wang. (Forthcoming).

- Sarasvathy, S. D., 2014. *The whole deal: Models, metaphors and mechanisms in entrepreneurial cognition*. **Handbook of Entrepreneurial Cognition**, edited by Robert Mitchell and Ronald Mitchell.
- Sarasvathy, S. D., Forster, W. and Ramesh, A. 2013. *The Ordinary Entrepreneur*. In **The Routledge Companion to Entrepreneurship** edited by Friederike Welter and Ted Baker and published by Routledge. Won the 2013 Best Conceptual Paper Award given by the entrepreneurship division at the Academy of Management.
- Sarasvathy, S. D. 2013. *Causation and Effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency*, *Academy of Management Review*, 26(2): 243-288. Reprinted in “**Entrepreneurial Opportunities**” edited by Dean Shepherd and Denis Gregoire, Cheltenham: Edward Elgar.
- Sarasvathy S.D. 2012. *Worldmaking*. In **Entrepreneurial action**. Series Eds., Andrew C. Corbett and Jerome Katz, *Advances in Entrepreneurship, Firm Emergence and Growth*, Volume 14
- Sarasvathy, S.D. 2012. *Effectuation*. In **Encyclopedia of Management Theory**. Ed., Eric Kessler. Sage Publications.
- Sarasvathy, S.D. 2012. *Corporate Entrepreneurship*. In **Palgrave Encyclopedia of Strategic Management Theory**. Eds., David Teece and Mie Augier.
- Sarasvathy, S.D. 2012. *Organizational Identification*. In **Palgrave Encyclopedia of Strategic Management Theory**. Eds., David Teece and Mie Augier.
- Sarasvathy S.D. 2011. *The Entrepreneurial Firm*. **Handbook of Organisational Entrepreneurship**. Daniel Hjorth, Ed. Edward Elgar.
- Sarasvathy S. D. 2011. *Effectual Entrepreneurship*. **Enterprise & Small Business: Principles, Policy & Practice**. Sara Carter and Dylan Jones-Evans, eds., FT Prentice Hall
- Sarasvathy S. D. 2010. *Herbert Simon*. In **Les grands inspirateurs de la théorie des organisations**. Olivier, G. Editor in the series published by Editions Management et Société (EMS), France.
- Sarasvathy S. D. 2010. *Competitive advantages and entrepreneurial opportunities*. **Revue française de gestion (French journal of management)**.
- Sarasvathy, S. D. and Berglund H. 2010. *On the relevance of decision making in entrepreneurial decision making*. In **Historical Foundations of Entrepreneurship Research**, Lohrke, F. and Landstrom H. eds., Edward Elgar.
- Sarasvathy, S. D., Dew, N., Velamuri, R. and S. Venkataraman 2010. *Three Views of Entrepreneurial Opportunity*, In **International Handbook of Entrepreneurship**, Audretsch and Acs, Eds. Springer-Verlag: 77-96
- Sarasvathy, S. D., Dew, N. and Ventresca, M. 2008. *Unpacking entrepreneurship as collective activity*, In G. T. Lumpkin & J. A. Katz, (Eds.), **Advances in Entrepreneurship, Firm Emergence, and Growth, Vol. 11: Entrepreneurial Strategic Content**, 261-281. Bingley, UK: Emerald Group Publishing.
- York, J. G. Sarasvathy, S. D. and Larson, A. 2010. *The thread of inchoate demand in social entrepreneurship*. Hockerts (Ed.). **Values and Opportunities in Social Entrepreneurship**. Palgrave Macmillan: New York, NY
- Sarasvathy, S. D. 2006. *Causation and Effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency*, *Academy of Management Review*, 26(2): 243-288.

Reprinted in “**New Firm Startups**” edited by Per Davidsson in an Edward Elgar book series edited by David Audretsch.

- Sarasvathy, S. D., Dew, N. and Goldfarb, B. 2006. *Optimal Inertia: When organizations should fail*. In Joel A.C. Baum, Stanislav D. Dobrev and Arjen van Witteloostuijn, (Editors). **Ecology and Strategy: Advances in Strategic Management, Vol. 23**, Elsevier.
- Sarasvathy, S. D., 2004. *Constructing corridors to economic primitives: Entrepreneurial opportunities as demand side artifacts*. In John Butler, ed., **Opportunity Identification and Entrepreneurial Behavior**, IAP.
- Sarasvathy, S. D. 2003. Read, S. *Entrepreneurial Expertise* in **Blackwell Encyclopedia of Entrepreneurship**, edited by Mike Hitt and Duane Ireland
- Sarasvathy, S. D. 2003. Wiltbank, R. *Business Angel Network* in **Blackwell Encyclopedia of Entrepreneurship**, edited by Mike Hitt and Duane Ireland
- Sarasvathy, S. D. 2002. *Causation and Effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency*, *Academy of Management Review*, 26(2): 243-288. Reprinted in the **Foundations of Entrepreneurship**, Scott Shane (Editor), Edward Elgar Press (2002)
- Sarasvathy, S. D., Dew, N., Velamuri, R. and S. Venkataraman 2002. *Three Views of Entrepreneurial Opportunity*, In **International Handbook of Entrepreneurship**, Audretsch and Acs, Eds. Kluwer: 141-160
- Sarasvathy, S. D. 2001. with Venkataraman, S. *Strategy and Entrepreneurship: Outlines of an untold story*, In **Handbook of Strategic Management**, Michael Hitt, Edward Freeman, and Jeffrey Harrison, Eds.
- Sarasvathy, S. D. 2001. Kotha, S. *Dealing with Knightian uncertainty in the new economy: The Real Networks case*, In **Research on Management and Entrepreneurship**, John Butler, Series Editor, IAP Inc. Greenwich, CT, Vol 1: 31-62.

Published White Papers

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

Articles Under Review in Top Tier Journals

- Chowdhury, R., Freeman, R. E., and Sarasvathy, S. D. *Toward a theory of stakeholder-centric entrepreneurship*. **Strategic Management Journal**
- Forster, W., Sarasvathy, S. D. and Hayward, M. *An error based theory of entrepreneurial overconfidence*. **Strategic Entrepreneurship Journal**.
- Mauer, R. Sarasvathy, S. D. and Brettel, M. *Predictive and nonpredictive strategies in speeding up new venture gestation processes*. **Entrepreneurship Theory & Practice**

- Prashantam, S., Bhagavatula, S., Kumar K. and Sarasvathy, S.D. *Effectual and Causal Approaches to Network-building and the Speed of New Venture Internationalization*. **Entrepreneurship Theory & Practice**
- Ramesh, A., Sarasvathy, S. D., Dew, N. and Read, S. *The market for entrepreneurs*. **Journal of Business Venturing Insights**
- Sarasvathy S. D., Ajay, B., Ramesh, A., Kumar, K., and Bhagavatula, S. *From altruism to opportunism: Strategic Management Journal*
- Sarasvathy, S. D., Ali, I.M., Block, J. and Lutz, E. *Partitioning socioemotional wealth to stitch together the effectual family enterprise*. **Entrepreneurship Theory & Practice**.
- Sarasvathy, S. D., Dew N., Read, S., and Wiltbank, R. *Markets found and made: A comparison study of experienced managers and entrepreneurs*. **Organization Science**
- Sarasvathy, S. D., Kuechle, G. and Forster, W. *Crossing the valley of despondence: The role of confidence in building entrepreneurial competence*. **Journal of Business Venturing**
- Sarasvathy, S. D. and Ramesh, A. *A Model of Self Selection for Sustainable Entrepreneurship*. **Academy of Management Perspectives**
- Sarasvathy, S. D., Ramesh, A. and Forster, W. *From Goldilocks to Gump: A research agenda for entrepreneurial mechanisms design*. **Academy of Management Review**.
- Silberzahn, P., Vian, D., and Sarasvathy, S. D. *Goals and ND*. **Academy of Management Review**
- Wiltbank, R., Dew, N., Read, S. and Sarasvathy, S. D. *Prediction and control: When does expertise matter?* **Small Business Economics**

Working Papers

- Sarasvathy, S. D., Dew N., Read, S., and Wiltbank, R. *Empirical investigations of effectual logic: Implications for strategic entrepreneurship*. **Entrepreneurship Theory and Practice**
- Sarasvathy, S. D., Dew N., Read, S., and Wiltbank, R. *Accounting for the future: Psychological aspects of effectual entrepreneurship*. **Psychological Review**
- Sarasvathy, S. D., Moses, T. P. *Language and the entrepreneur: Theories of human development as implicit theories of firm growth*, **Organization Science**.

Communications with the Practicing Manager

Workshops

- February 2018. Half-day workshop on effectual innovation and growth for a group of 30 Emirati bankers in Dubai, UAE.
- January 2017. Co-taught with cofounder of Infosys a one-day workshop for the entire C-suite of 4 top banks in India (Topic: Effectual Analysis of the Demonetization Crisis)
- January 2017. Co-taught in New Delhi with Raj Venkatesan, a workshop for top executives from India
- October 2016. Co-taught *Effectual Entrepreneurship* with two sharks from Shark Tank. Participants: 200 advertising creatives from around the world

June 2016. Co-taught with Doug Lebda, Darden alumn and founder of Lending Tree. Participants: Presidents of companies belonging to the Young Presidents Organization (YPO).

Publications

Sarasvathy, S. D. 2014. Monthly columns in Corporate Dossier of **The Economic Times, Mumbai India**

1. *Of paths and maps*
2. *Are you feeling uncertain? Great!*
3. *Vision vortex*
4. *Persons from Porlock: What does it mean to think with actions*
5. *Thinking with actions: Take two*
6. *Just make them up: Why waiting for good ideas is a bad idea*
7. *The logic of identity*
8. *Niagra, on a tight rope*
9. *The age question*
10. *Why the risk of a start-up shouldn't scare you*
11. *The startup code: Entrepreneurship is open to all because it has many entry points*
12. *Birth pangs: Most new ventures struggle to find resources for first few years*

Sarasvathy, S. D. 2014. *Why study entrepreneurship?* Entrepreneurship for the Curious.

Sarasvathy, S. D. 2013. *Of maps and paths*. **Economic Times of India, Corporate Dossier**, August 9.

Laseter, T. and Sarasvathy, S.D. 2012. *Three games of strategic thinking*. **Strategy + Business**, Issue 67:

Read, S. and Sarasvathy, S. D. 2012. *Health of the nations : how one man brought mobiles to the service of medicine*. **Tomorrow's Challenges (IMD, Switzerland)**, s, October 2012, 4 p.

Read, S. and Sarasvathy, S. D. 2012. *Pretty clever stuff : how one business idea sparked an even more successful venture*. **Tomorrow's Challenges (IMD, Switzerland)**, August 2012.

Read, S. and Sarasvathy, S. D. 2012. *Sharing knowledge: the two former Facebook employees who launched Q&A site Quora*. **British Airways In-flight Magazine**, 28 September 2012, 3 p.

Read, S. and Sarasvathy, S. D. 2012. *Voxiva: the global text messaging health service*. **British Airways In-flight Magazine**, 18 June 2012.

Read, S. and Sarasvathy, S. D. 2012. *Youturn: how a change of direction worked for Dehli business Youshine*. **British Airways In-flight Magazine**, 8 March 2012.

Read, S. and Sarasvathy, S. D. 2011. *Finding a niche: stationery for gents*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, November 2011

Sarasvathy, S.D. 2011. *Know Thyself*. **Economic Times of India, Corporate Dossier**, October 27.

Read, S. and Sarasvathy, S. D. 2011. *Recipe for Success*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, June 2011

- Read, S. and Sarasvathy, S. D. 2011. *Everyone's Doing It*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, February 2011
- Read, S. and Sarasvathy, S. D. 2010. *Investing in People*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, November 2010
- Read, S. and Sarasvathy, S. D. 2010. *Community Power*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, August 2010
- Read, S. and Sarasvathy, S. D. 2010. *Sweet Success*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, July 2010
- Read, S. and Sarasvathy, S. D. 2010. *Going with the Flow*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, April 2010
- Read, S. and Sarasvathy, S. D. 2009. *Idea Generation*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, December 2009
- Read, S. and Sarasvathy, S. D. 2009. *Dark Secrets*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, July 2009
- Read, S. and Sarasvathy, S. D. 2009. *Crisis? What crisis?* Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, March 2009
- Read, S. and Sarasvathy, S. D. 2008. *Winds of Change*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, December 2008
- Read, S. and Sarasvathy, S. D. 2008. *All dolled up*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, September 2008
- Read, S. and Sarasvathy, S. D. 2008. *The Best Medicine*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, June 2008
- Read, S. and Sarasvathy, S. D. 2008. *Global Reach*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, March 2008
- Read, S. and Sarasvathy, S. D. 2008. *Growing up*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, January 2008
- Sarasvathy, S. D. 2007. *Managerial Thinking versus Entrepreneurial Thinking*. Published in February 2007 in **Businessgyan Magazine**, Bangalore India, Vol BG71
- Read, S. and Sarasvathy, S. D. 2007. *The show must go on*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, October 2007
- Read, S. and Sarasvathy, S. D. 2007. *How to learn to let go*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, September 2007
- Read, S. and Sarasvathy, S. D. 2007. *Sprint finishes*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, May 2007
- Read, S. and Sarasvathy, S. D. 2007. *Iceman cometh*. Lessons in Entrepreneurship Series, **British Airways In-flight Magazine**, June 2007
- Sarasvathy, S. D., and Read, S. 2005. *Knowing what to do and doing what you know: Effectuation as a form of entrepreneurial expertise*. **Journal of Private Equity** 9(1): 45-62
- Sarasvathy, S. D. 2004. *What makes entrepreneurs entrepreneurial?* **Batten Briefings** Summer 2004.

RESEARCH (ACTIVITIES OTHER THAN PUBLICATIONS)

Doctoral Students Supervised

Martin Lackeus	Chalmers University of Technology, Sweden (Opponent)
Marina Jeger	University of Osijek, Croatia
Anusha Ramesh	IIM, Bangalore (Committee co-chair)
M. Ishrat Ali	Darden (Committee chair)
Eugene Geh	Darden (Committee member)
William Forster	Darden (Committee chair)
Jeffrey York	Darden (Committee chair)
Susan Harmeling	Darden (Committee member)
Troy Harting	Darden (Committee member)
Nicholas Dew	Darden (Committee member)
Laura Dunham	Darden (Committee member)
John McVea	Darden (Committee member)
Rama Velamuri	Darden (Committee member)
Stuart Read	University of Washington (Advisor)
Robert Wiltbank	University of Washington (Advisor)
Henrik Berglund	Chalmers University of Technology, Sweden (Opponent)
Rene Mauer	Aachen, Germany (Advisor)
Igor Kalinic	University of Padua, Italy (Advisor)

Other Awards and Honors

- December 2015: Fourth International Conference on Effectuation organized by University of Nordland, Bodo, Norway
- 2015 Gerald E. Hills Best Paper Award, American Marketing Association. (2015).
Stuart Read, Nicholas Dew, Saras D. Sarasvathy, Michael Song, Robert Wiltbank (2009) Marketing Under Uncertainty: The Logic of an Effectual Approach. Journal of Marketing: May 2009 won the 2015 Gerald E. Hills Best Paper Award from the AMA, based on the paper's quality, impact and citations.
- December 2014: Third International Conference on Effectuation organized by University of Twente, Netherlands. 70 papers submitted, 32 accepted.
- November 2013: York, J. G., O'Neil, I. and Sarasvathy, S.D. *Collective Action without Selective Incentives: How Self-Selected Stakeholders in the Entrepreneurial Process Create a Surplus of the Commons*. Best Paper Award at the NYU Stern 10th Annual Social Entrepreneurship Conference
- June 2013: Second International Conference on Effectuation organized by EM-Lyon. 60 papers submitted, 40 accepted.
- 2012: Co-authored textbook *Effectual Entrepreneurship* (nominated for 2011-12 CGI Book of the Year and won the gold medal in 2012 Axion Business Books award)
- December 2011-12: First and Second International Conference on Effectuation organized by EM-Lyon
- 2010 Wachovia Award for Outstanding Research Publications.
- 2009 (inaugural) winner of the Gerald E. Hills best paper award from the American Marketing Association: *Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency*, published in the Academy of Management Review (2001)

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

Keynote Addresses and Distinguished Lectures

- September 2017. Keynote of Conference in honor of Jean-Alain Héraud at Strasbourg, France
- February 2017: Keynote “Sustainable entrepreneurship as behavior change: Observations from ventures in India” Sustainability Ethics and Entrepreneurship Conference, San Juan, Puerto Rico
- October 2016: Keynote “La recherche en entrepreneuriat et PME: Vers de nouveaux horizons” CIFEPME, Trois-Rivieres, Quebec, Canada (Conference organized by Association Internationale de Recherche en Entrepreneuriat et PME)
- February 2016: Keynote “Tapestries of New Futures: Weaving Together the 3Es (Education, Employment and Entrepreneurship)” ACERE (Australian Centre for Entrepreneurship Research Exchange) Conference, Gold Coast, Australia
- November 18, 2015: World Bank Webinar on "Lessons from Expert Entrepreneurs for Entrepreneurship Policy Makers,"
- November 17, 2015: Rethinking Entrepreneurship: The Logic of Effectual Action, University of Copenhagen, Copenhagen, Denmark.
- October 8, 2015: Keynote on “Millennials and the Culture of Entrepreneurship,” Wake Forest University.
- October 29, 2015: Seminar on Philosophy, Politics and Economics, George Mason University
- October 2014: Keynote at National Association of Community Colleges for Entrepreneurship, Phoenix, AZ.
- May 2013: Joint Keynote with Deidre McCloskey on Entrepreneurship and Virtues at the Stockholm School of Economics, Sweden
- February 2013: Keynote on Entrepreneurship Education, organized by Universitas Ciputra, at Surabaya, Indonesia
- February 2013: Keynote at ACERE (Australian Centre for Entrepreneurship Research Exchange) Conference, Brisbane, Australia
- January 2013: Keynote at Hampton Roads Reinvention Project Seminar organized by the City of Suffolk, VA for veterans and defense employees seeking to transition from downsizing and military life to civic life
- December 2012: First International Conference on Social Entrepreneurship, MLA College, Bangalore, India (Over 1000 attendees including 800 female students of the college) and the Governor of the States of Karnataka and Kerala

- November 2012: Keynote speaker at Open Innovation Seminar, Sao Paulo Brazil attended by over 1000 participants including corporate leaders, entrepreneurship educators, and major policy makers
- June 2012: Invited presenter at exclusive special issue conference on *High Potential Concepts, Phenomena and Theories in International Entrepreneurship Research*, University of Glasgow
- June 2012: Keynote, 57th ICSB World Conference, Wellington, New Zealand
- February 2012: Keynote, REE Asia (Roundtable of Entrepreneurship Education) organized by Stanford Technology Ventures Program and Thammasat University, Bangkok, Thailand
- January 2012: Keynote, Entrepreneurship Education Conference, Seinajoki, Finland
- December 2011: Keynote, ICER BRIC Conference on entrepreneurship research, Bangalore, India
- December 2011: Keynote, Conference on Entrepreneurship in Higher Education, Oslo, Norway
- October 2011: Delegate, Jefferson Innovation Summit, Monticello
- October 2011: Entrepreneurial Insights Lecture Series, University of Notre Dame
- October 2011: Keynote, Global Consortium of Entrepreneur Centers, University of Southern California
- September 2011: Keynote, International Entrepreneurship Educators Conference, Coventry, UK
- March 2011: Keynote, 15th Annual NCHIA Conference, Washington DC
- November 2010: Robert Noortman Lecture at the RENT conference in Maastricht, the Netherlands
- November 2010: Kettering Foundation Research Exchange, Dayton, OH
- October 2010: Keynote, Stanford Roundtable on Entrepreneurship Education, Sao Paulo, Brazil
- September 2010: Keynote, The Forum on Markets and Marketing, Cambridge University, UK
- July 2010: Keynote, Global Accounting and Organizational Change Conference, Boston, MA
- March 2010: Keynote, Mason Entrepreneurship Research Conference, George Mason University, Washington DC.
- January 2010: Keynote, DRUID DIME Winter Conference, Skorpning, Denmark
- March 2009: Keynote, Gateway Conference on Entrepreneurship Research, Saint Louis University MO
- September 2008: Annual Lecture for Entrepreneurship Fellows, Academy for Entrepreneurial Leadership, University of Illinois, Urbana-Champaign
- January 2008 Keynote, USASBE 2008, in San Antonio, Texas
- December 2007: Keynote, T. A. Pai Management Institute, Manipal, India
- November 2007: Keynote, G-Forum in Aachen, Germany
- October 2007: Leeds distinguished lecture, University of Colorado at Boulder
- December 2006: Keynote, the First International Research Conference on Entrepreneurship in Emerging Regions, held at the Indian School of Business in Hyderabad, India in December 2006
- November 2006: Educational seminar for congressional staffers organized by Mercatus Center's Capitol Hill Campus
- October 2006: Keynote, IDEA conference on Entrepreneurship Education held at the University of Southern Denmark in Kolding, Denmark. (IDEA is a consortium of 35 Danish universities and colleges, striving to improve research and teaching in the field of entrepreneurship)
- August 2006: Keynote, Third European Summer University conference, held at the University of Tampere, Finland
- June 2006: Haniel Lecture at Humboldt University, Berlin
- April 2006: Keynote, Entrepreneurship & Ethics Conference, University of Minnesota
- January 2006: ESTRAD Lecture, ESBRI, Stockholm, Sweden
- 2005: Keynote, Conference of Deans of Business Schools, Ateneo de Manila University, Manila, Philippines
- November 2004: Keynote, III International Conference on Entrepreneurship Research in Latin America held at Rio de Janeiro, Brazil
- 2003: Keynote, First West Coast Symposium on Entrepreneurship Research,
- 2002: Keynote, Boeing Leadership Center's 2002 Waypoint Expedition

- 2002: Keynote, First ETP Conference on Entrepreneurial Cognition, University of Victoria, BC Canada

Invited Presentations Other Than Keynote Addresses

- 2017 Research Seminar at Indian Institute of Management, Kozhikode, Kerala, India
- 2016 Seminar at Australian Graduate School of Management, Sydney, Australia
- 2016 Workshop on Effectual Entrepreneurship for K-12 educators, Inventure Academy, Bangalore, India
- 2015 Seminar at VINNOVA, Swedish Funding Agency, Stockholm, Sweden
- 2015 Seminar at Research Institute of Industrial Economics, IFN, Stockholm, Sweden
- 2011 Theory of Family Enterprises Conference, Koblenz, Germany
- 2007 Austrian Economics Conference on the Theory of the Firm, George Mason Univ, Washington DC
- 2007 Ringberg Conference on Strategic Entrepreneurship, Max Planck Institute, Germany
- 2007 3rd Annual Smith Entrepreneurship Research Conference, U of Maryland
- 2006 Research Seminar at Witten Herdecke University, Germany
- 2006 Research Seminar at RWTH Aachen University, Germany
- 2006 Research Seminar at University of Giessen, Germany
- 2006 Research Seminar at Eindhoven University of Technology, Netherlands
- 2006 Research Seminar at Instituto Superior Técnico, Lisbon, Portugal
- 2006 Research Seminar at University of Trento, Milan
- 2006 Winter Strategy Conference at Brigham Young University, Utah
- 2006 Workshop on Firm Exit and Serial Entrepreneurship, Max Planck Institute, Jena, Germany
- 2005 Darden Net Impact
- 2005 Charlottesville Venture Group Forum
- 2005 Second ETP Conference on Entrepreneurial Cognition – IVEY Business School, London, Canada.
- 2003 Academy of Management, Session on Behavioral Theory of the Firm, chaired by James G. March.
- 2002 LINK conference, Copenhagen Business School.
- 2002 JBV Conference in honor of Howard Aldrich
- 2002 ETP Conference on Entrepreneurial Cognition – Keynote address, University of Victoria
- 2002 Ruffin Lecture Series in Business Ethics – The Darden School, University of Virginia
- 1998 Ruffin Lecture Series in Business Ethics – The Darden School, University of Virginia

Research featured in the media

Research and interviews regularly in media all around the world. A few notable ones listed below:

- Pratibha Sastry Show, co-marketed with Inc India and Economic Times India, December 2017
- Steve Berg, Venture Capitalist Podcast, October 2017
- Inc Magazine Front Cover featured article: January 2011
- Tedx Midatlantic – November 5, 2010
- Harvard Business Publishing – May 4, 2009
- Forbes.com – January 18, 2008

Grants Received

- 2006-2010 Four year research grant from the Australian Research Commission (ARC) for the *Australian Panel Study of Entrepreneurial Dynamics* Partners in the project include Per Davidsson from Queensland University of Technology in Australia and Paul

	Reynolds from London Business School. This is the largest ARC grant to a research project in business and economics in Australia.
1998 – 2003	Buerk Faculty Fellowship in Entrepreneurship
Summer 2001	CIBER summer research grant for international business and entrepreneurship
1996 - 1997	Kauffman Doctoral Dissertation Fellowship
1994 - 1996	Entrepreneurship Research Grant from the Ewing Marion Kauffman Foundation
1994 - 1997	William Larimer Mellon Doctoral Fellowship
1993 - 1994	Jerry Holleran Scholarship

TEACHING

Teaching Awards and Honors

- UVA Mead-Colley Award 2015
- Nominated for 2012-13 Outstanding Faculty Award At Darden
- Nominated for 2010-11 Outstanding Faculty Award At Darden
- Nominated for Professor of the Quarter, University of Washington MBA Program -- Spring 2002
- Outstanding Contribution to Undergraduate Education Award (1998-99 and 1999-2000)

Teaching Materials

SEA Website

Online portal for entrepreneurship educators to share research and teaching materials. Over 4000 educators have registered and about 400 are active on the site.

Textbook

Read, S., Sarasvathy, S. D., Dew, N., and Wiltbank, R. 2016. 2nd Edition. *Effectual Entrepreneurship 2nd Edition*. Oxford, UK: Routledge

Read, S., Sarasvathy, S. D., Dew, N., Wiltbank, R. and Ohlsson, A.V. 2011. *Effectual Entrepreneurship*. Oxford, UK: Routledge (Translated into Portuguese, Dutch, French, Russian and Japanese. Also nominated for 2011-12 CGI Book of the Year and won the gold medal in 2012 Axion Business Books award)

Audiobook

Read, S., Sarasvathy, S. D., Dew, N., Wiltbank, R. 2011. *Effectual Entrepreneurship*. Oxford, UK: Routledge

iPad App

Read, S., Sarasvathy, S. D., Dew, N., Wiltbank, R. 2011. *Effectual Entrepreneurship*. Downloadable from iTunes

Trade book: (Expected date of publication: December 2018)

Effectuation Inc: Co-authored with Leigh Buchanan of Inc magazine.

Ebook (Expected date of publication December 2018)

Elaborates on Darden Business Publication Technical note *What makes entrepreneurs entrepreneurial* (Darden Case Collection ENT-0065) that is being used by over 20 schools around the world.

New Cases with Teaching Notes Close to Completion (All data in + first draft done)

Agony and Ecstasy: Implementing Effectuation in a Large Corporation

Mir Imran: Inventor, Entrepreneur, Co-creator of Ecosystems

Equity Experiential Exercise

Cases (with Teaching Notes)

UVA-ENT-0070: Taking the Plunge: New Luxury Ventures (A)

UVA-ENT-0070TN: Taking the Plunge: New Luxury Ventures Teaching Note

UVA-ENT-0083: Felipe Vergara and Lumni: Launching an Innovation in a Developing Economy

UVA-ENT-0083TN: Felipe Vergara and Lumni: Teaching Note

UVA-ENT-0119: Cold Opportunity (A): The Nils Bergqvist Story

UVA-ENT-0120: Cold Opportunity (B): The IceHotel Story

UVA-ENT-0121: Cold Opportunity (C): The Absolut Icebars Story

UVA-ENT-0119TN: Cold Opportunity (A), (B), and (C) Teaching Note

Technical Notes

UVA-ENT-0065: What Makes Entrepreneurs Entrepreneurial?

UVA-ENT-0071: Boards for a New Venture: Putting Together Boards and Working with Them

UVA-ENT-0072: Legal issues for new ventures: Choice of lawyer and choice of identity

UVA-ENT-0073: The Entrepreneurial Method: How Expert Entrepreneurs Create New Markets

UVA-ENT-0074: New Venture Performance

UVA-ENT-0075: The Affordable Loss Principle

UVA-ENT-0090: The Bird-in-Hand Principle: Who I Am, What I Know, and Whom I Know

UVA-ENT-0132: Ought to Can: Questions for an Entrepreneurial Future

Courses Designed and Taught

Courses taught at Darden:

2015 Entrepreneurship II (Doctoral)

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2014	Entrepreneurship I (Doctoral)
2013-16	Effectual Entrepreneurship (FY Elective)
2013-16	GEMBA course: Creating the Future
2012-16	GEMBA course: Innovation Entrepreneurship and Growth
2013-16	Starting New Ventures (MBAE)
2004-16	Starting New Ventures (SY Elective)
2007-13	Entrepreneurial Thinking, (FY Elective)
2004-05	Business Ethics (Core)
2006-13	Markets in Human Hope (Doctoral + SY Elective)
2005-13	Entrepreneurship I and II (Doctoral)
Q1+Q2 2005	Behavioral Economics (Doctoral)

Sessions within Courses taught at UVA, outside Darden

School of Architecture

School of Tibetan Studies

South Asian Studies

McIntire School of Commerce

Across UVA Introductory Course in Entrepreneurship

Executive Education

2013-14	Masterclass for Presidents of Community Colleges, NACCE
2014	Workshop for iSpirt technology entrepreneurs in Bangalore, India
2014	Startup bootcamp for 250 entrepreneurs in Bangalore, India
2011-14	Accelerace, Copenhagen, Denmark
2009-2010	<i>VentureLab Twente</i> One day training session for technology entrepreneurs in the Netherlands
2007 and 2008	<i>Leading Organic Growth</i> Darden Exec Ed Program led by Jeanne Liedtka
2007	<i>So you want to be an entrepreneur?</i> Lifelong learning seminar for Darden alumni
2002	<i>Boeing Leadership Seminar (2 day program)</i> Exclusively for managers selected for Boeing's Waypoint Expedition Program

Masters and executive level courses in entrepreneurship taught internationally:

2008: University of Aarhus, Denmark

2007: University of Auckland, New Zealand

2006: Humboldt University, Berlin

Workshops for Entrepreneurship Educators

2015: Train the trainer program for effectual entrepreneurship for community colleges

2014: Nankai University, Tianjin, China (for educators from all across China)

2014: Ciputra University, Jakarta, Indonesia (for educators all across Indonesia, Malaysia and Singapore)

2012-14: Indian Institute of Management, Bangalore, India (for educators from all across India)

2013: Ciputra University, Surabaya, Indonesia (for educators all across Indonesia, Malaysia and Singapore)

DREAM (Designing Research in Entrepreneurship As Method) Doctoral Course taught globally

- Sweden
- Mexico
- South Africa
- China
- Denmark (pan-western Europe)
- Croatia (pan-Eastern Europe)
- India (pan-South East Asia)

Other Doctoral Courses

Conceptual Approaches in Entrepreneurship, Chalmers University, Gothenburg, Sweden (June 2015)
Classics of Economic Thought in Entrepreneurship (University of Colorado at Boulder, Aug 2009)
Themes from effectuation (Foster Business School, University of Washington, May 2009)
DREAM (Pan-European Doctoral Retreat, Denmark, May 2008 and Oct 2009)
Doctoral Seminar on Effectuation (Indiana University, Bloomington, 2006)
Classics of Economic Thought in Entrepreneurship (University of Colorado at Boulder, Aug 2005)
Themes from effectuation (The Darden School, University of Virginia, Fall 2003)
Technology, innovation and entrepreneurship (University of Washington, Spring 2002)
Economic theories in strategic management (University of Washington, Winter 2001)
Classics in strategy (University of Washington, Fall 2000)
Seminar on creativity (Joint between Darden and U. of Washington, Summer 2000)
Research methods exemplars (The Darden School, University of Virginia, Fall 1999)

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

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

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

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

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

- Executive education: *Manual for Developing Continuing Education Programs in Entrepreneurship*, co-authored with Jack Roseman, John Thorne, and John Mather.
- Undergraduate: Developed and taught a new course titled “Technology-based Entrepreneurship” -- primarily for students of electrical and computer engineering, and computer science. Other undergraduate courses taught include Entrepreneurship I, Entrepreneurship II, Marketing, Introduction to Business Management, and Computer Workshops.

- MBA: Developed and taught a new module of “Consulting Entrepreneurship” for MBA students from the Ukraine.
- General: Taught several topics in business including the “People Express” simulation management game to international students (both MBA and undergraduate) of The Summer Institute.

SERVICE

At Darden

- Supervision of about 5-10 Darden Business Projects every year
- Member, RCD Committee (2012-18)
- Member, PhD Committee (2012-18)
- Actively participated in and helped lead a variety of projects at Batten Institute including:
 - iLab
 - Open Grounds
 - e-Conference
 - DEIRC Conference
 - Effectual De-risking Competition
 - Other activities such as outreach to alumni starting and running new ventures
- Organized Carey-Darden Retreat on Entrepreneurship Research, Summer 2011
- Jefferson Innovation Summit 2011
- Jefferson Scholars Committee 2008-09
- Academic Standards Committee 2007-08
- Faculty Supervisor for Karen Lang 2007-09
- Director of Admissions Search Committee (Part time)
- Sheppard Award Committee -- 2005-07

Outside Darden (inside the US)

- 2017: Workshops for Presidential Precinct (William & Mary and UVA)
- 2016: American Marketing Association Committee for Gerald E.Hills Award
- 2015-16: Conducted a workshop in UVA’s First Year Leadership Experience, an initiative under Housing and Residence Life designed to give first year students an opportunity to engage in meaningful leadership positions immediately.
- 2013-15: Served on the six-member CGII committee to evaluate applications for UVA’s Global Research Programs of Distinction Grants (Approx. level of funding for each grant = \$100K)
- 2012-13: 10 Workshops around the US for AMEX OPEN ASK project
- 2010-13: Outreach in the form of keynotes and training workshops to entrepreneurship community in Charlottesville: SCORE, VBIC, MBIC, CIC, Startup Weekend, Small Biz etc.
- March 6 2013: CIS Lecture Series on Development, UVA Center for International Studies
- January 2013: Taught a session on Equity in a course offered by UVA’s South Asian Studies Department: SAST 3559—Business and Banking in South Asia: The cultures that produced Gold, Cotton, Rice, Credit
- Taught a session in the Architecture school
- Dinner talks to IRC and main grounds
- November 2012: Invited speaker at Colloquium on *Crisis in Development*, at international conference organized at UVA by American Sociological Association

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- 2010 to present: Advisor to SEED, Undergraduate student organization for social entrepreneurship and economic development
- 2010: Member of Search Committee, Executive Director of the UVA Patent Foundation
- 2009-Member, Editorial Board, Strategic Entrepreneurship Journal
- 2008 to present: Associate Editor, Strategic Entrepreneurship Journal
- 2004 to present: Member, Academy of Management Research Committee
- 2005 to 2011: Associate Editor, Journal of Business Venturing
- 2005 to present: Member, Network of Scholars, Social Change Project, Mercatus Center, George Mason University
- 2005 to present: Member, Babson Conference Research Committee
- 2004 to 2006: Editorial Board, Academy of Management Journal
- 2002 Academy of Management Meeting in Denver -- Organized a Professional Development Workshop on Research Methods
- 2001—2003: Reviewer board, Academy of Management Review
- Board member, 2001 to 2002 -- Northwest Entrepreneurial Network, Seattle, WA.
- Research Advisory Panel, 2000 -- National Commission on Entrepreneurship, Washington DC.

At University of Maryland

- Strategic Planning Committee
- Entrepreneurship new faculty search committee

At University of Washington

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

Outside the US

Serving as advisor to:

- Srushti Degree College, Bangalore, India
- Inventure Academy (K-12 School), Bangalore, India
- Masters Program in Entrepreneurship, Chalmers University, Gothenburg, Denmark
- Kolding School of Design, Kolding, Denmark
- Head Held High, organization serving rural youth in Karnataka, India
- iSpirt, organization of entrepreneurs in Bangalore, India that organized the very first Bootup India nationwide competition (an effectual alternative to business plan competitions)