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EDUCATION, WORK EXPERIENCE AND BOARD MEMBERSHIPS

Education

1998 Ph.D.	Information Systems and Entrepreneurship, Carnegie Mellon University (Thesis supervised by Herbert Simon, 1978 Nobel Laureate in Economics)
1996 MSIA	Concentration in Information Systems, Carnegie Mellon University
1994 MSIA	Concentrations in Entrepreneurship and Finance, Carnegie Mellon University
1980 B.Com.	Major in Statistics, University of Bombay, India.

Work Experience

2016 – Present	Paul Hammaker Professor of Business Administration <i>University of Virginia</i> , Darden Graduate School of Business Administration
2009 – 2016	Isidore Horween Research Associate Professor of Business Administration <i>University of Virginia</i> , Darden Graduate School of Business Administration
2004 – 2009	Associate Professor of Business Administration <i>University of Virginia</i> , Darden Graduate School of Business Administration
2002 – 2004	Assistant Professor of Entrepreneurship <i>University of Maryland</i> , R H Smith School of Business,
1998 – 2002	Assistant Professor of Entrepreneurship <i>University of Washington</i> , Seattle
2000	First Batten Research Fellow, Darden Graduate School of Business Administration, University of Virginia
1980 – 1991	Co-founded and operated five ventures in Germany, Singapore and India

Current Board Memberships

2024 – Present	Board Member, OSE in Africa, Casablanca, Morocco
2024 – Present	Board Member, Herbert Simon Society, Torino, Italy
2018 – Present	Board Member, Upekkha Inc, SAAS Accelerator in Bangalore, India
2015 – Present	Board Member, Lending Tree, NASDAQ: TREE
2011 – Present	Founder and Board Member, Society for Effectual Action

Faculty Positions Outside Darden

Aug 2010 – Present	Jamuna Raghavan Chair Professor of Entrepreneurship <i>Indian Institute of Management, Bangalore, India</i>
2014 – 2017	Chair Professor of Entrepreneurship, <i>Nankai University, Tianjin, China</i>
2015	Jubilee Professor of Entrepreneurship, Chalmers University, Gothenburg, Sweden
2013 -- 2015	Adjunct international faculty member, Center of Business Innovation, Chalmers University, Goteborg, Sweden
2009 -- 2012	Advisory Board member, International Master in Entrepreneurship Education and Training, University of Aarhus, Denmark
2006 – 2008	Mercatus Fellow, George Mason University
2006	Haniel Guest Professor, Humboldt University, Berlin, Germany
2004=2010	Board Member, IDEA, Denmark

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Other Academic Positions

2021- Present	Associate Editor, Journal of Business Venturing Design
2009-2014	Associate Editor, Strategic Entrepreneurship Journal
2005 to 2010	Associate Editor, Journal of Business Venturing
2011-2020	Member, Editorial Board, Journal of Business Venturing
2009-2010	Member, Editorial Board, Strategic Entrepreneurship Journal
2004 to 2006	Member, Editorial Board, Academy of Management Journal

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Honorary Doctorates and Major Awards

2025	Schumpeter Award, Wuppertal, Germany
2024	Oral History, Academy of Management
2024	Honorary Doctor, Athens University of Economics and Business, Greece
2023	Honorary Doctor, Athens University of Economics and Business, Greece
2023	Schumpeter Lecture, European Union SME Assembly, Bilbao, Spain
2022	Global Award for Entrepreneurship Research For rationale and acclamation, see Foss, N. J., Andersson, M., Henrekson, M., Jack, S., Stenkula, M., Thorburn, K., & Zander, I. 2023. Saras Sarasvathy: Recipient of the 2022 Global Award for Entrepreneurship Research. <i>Small Business Economics</i> , 61(1): 1-10.
2022	Honorary Doctor, Chalmers University of Technology, Sweden
2022	5 th Herbert Simon Society Distinguished Lecturer (The other four were Joe Stiglitz, Gerd Gigerenzer, Ralph Hertwig, and Hersh Shefrin)
2019	Legacy Impact Award from Global Consortium of Entrepreneurship Centers
2017	Foundational Paper Award from Academy of Management
2013	Honorary Doctor of Humane Letters, Babson College

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PUBLICATIONS

Books

- Sarasvathy, S. D. 2026: New Teaching Case Book to be published by Edward Elgar – 14 cases from 12 different countries with teaching notes and accompanying technical notes: Chile, Bolivia, Brazil, Ghana, Croatia, Germany, Italy, Australia, India, Malaysia, UAE and Japan (First draft already available on request). Forthcoming.
- Wheatley, G., Sarasvathy, S. D., Read, S., Dew, N., and Wiltbank, R. 2024. 3rd Edition. *Effectual Entrepreneurship 3rd Edition*. Oxford, UK: Routledge
- Sarasvathy, S. D. 2024. *Effectuation: Rethinking Fundamental Concepts in the Social Sciences (Elements in Business Strategy)*. Cambridge, UK: Cambridge University Press. Forthcoming
- Sarasvathy, S. D. 2021. 2nd Edition. *Effectuation: Elements of Entrepreneurial Expertise*. Edward Elgar, New Horizons in Entrepreneurship Series.
- Sarasvathy, S. D., Venkataraman, S., and Dew, N. 2020 *Shaping Entrepreneurship Research: Made, as well as found*. Oxford, UK: Routledge.
- 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. 2008. *Effectuation: Elements of Entrepreneurial Expertise*. Edward Elgar, New Horizons in Entrepreneurship Series. (Nominated for Terry Book Award, Academy of Management and translated into Chinese, Japanese and Russian)

Books Research-in-Progress_(Expected dates of completion 2026)

On Equity: History, regulations and practices of equity relationships in entrepreneurship 20 countries

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Peer- Reviewed Journal Articles

- Bhuwania, A., & Sarasvathy, S. D. 2026. Isotropy: Knowing when and how to pivot. **Journal of Business Venturing Insights**, 25: e00592.
- Nielsen, K., Heblich, S. and Sarasvathy, S.D. 2025. *Nationwide Entrepreneurship Content in Secondary Schools: Impact on Entrepreneurial Careers*, **Strategic Entrepreneurship Journal**, 19(4): 567-584.
- Sarasvathy, S. D. 2024. *Lean Hypotheses and Effectual Commitments: An Integrative Framework Delineating the Methods of Science and Entrepreneurship*. **Journal of Management**. 50(8): 3012-3034.
- Chowdhury, R., Freeman, R. E., and Sarasvathy, S. D. 2024. *Toward a Theory of Marginalized Stakeholder-centric Entrepreneurship*. **Business Ethics Quarterly**. **34(1)**: 1-34.
- Ratinho, T., & Sarasvathy, S. D. 2024. *Entrepreneurial actions under uncertainty: the role of psychological variables and decision logics*. **International Journal of Entrepreneurial Behavior & Research**. 30(10), 2701-2730.
- Mauer, R., Nieschke, S., and Sarasvathy, S. D. 2024. *Gestation in New Technology Ventures: Causal Brakes and Effectual Pedals*. **Journal of Small Business Management**, 62(1): 67-102.
- Sarasvathy, S. D. 2023. *Questions Worth Asking for Futures Worth Making: An Effectual Approach*, **Small Business Economics Journal**, (61(1): 11-21
- Zahra, S. A., Li, Y., Agarwal, R., Barney, J. B., Dushnitsky, G., Graebner, M. E., Klein, P. G., & Sarasvathy, S. 2023. *Developing Theoretical Insights in Entrepreneurship Research*. **Strategic Entrepreneurship Journal**, [https://doi-org.proxy1.library.virginia.edu/10.1002/sej.1486\(n/a\)](https://doi-org.proxy1.library.virginia.edu/10.1002/sej.1486(n/a)): 1-18.
- Sarasvathy, S. D. and Botha, H. 2022. *Bringing People to the Table in New Ventures: An Effectual Approach*. **Negotiation Journal**, 38(1): 11-34.
- Sarasvathy, S. D. 2022. *Ask For It: A Practice Based Theory of Venturing Design*. **Journal of Business Venturing Design**, 1(1-2), [doi:https://doi.org/10.1016/j.jbvd.2022.100008](https://doi.org/10.1016/j.jbvd.2022.100008).
- Sarasvathy, S. D. 2021. *The Middle Class of Business*. **Entrepreneurship Theory and Practice** 45(5): 1054-1082.
- Sarasvathy, S.D. 2021. *Even If: Sufficient Yet Unnecessary Conditions for Worldmaking*. **Organization Theory**, 2(2):1-9.
- Sarasvathy, S. D., 2020. *Choice Matters*. **Mind & Society**, 19(2): 311-315.
- Alsos, G. A., Clausen, T. H., Mauer, R., Read, S., and Sarasvathy, S. D. 2019. Effectual exchange: from entrepreneurship to the disciplines and beyond. **Small Business Economics**, 1-15.
- Sarasvathy, S. D. 2019. Continuing conversations with Herb Simon: In memoriam of Sciences of the Artificial. **Projectics/Proyectica/Projectique**, (3), 57-66.
- Sarasvathy, S. D., Ramesh, A. and Forster, W. 2019. *From Goldilocks to Gump: Entrepreneurial mechanisms for everyday entrepreneurs*. **Revista de Empreendedorismo e Gestão de Pequenas Empresas**, 9(1): 189-220.
- Zhang, Y., Cui, L., Zhang, G., Sarasvathy, S. and Ramesh, A. 2019. An Exploratory Study of Antecedents of Entrepreneurial Decision-Making Logics: The Role of Self-Efficacy, Optimism, and Perspective Taking. **Emerging Markets Finance and Trade**, 55(4): 781-794.

- Sarasvathy, S. D. and Ramesh, A. 2019. *An Effectual Model of Collective Action for Addressing Sustainability Challenges*. **Academy of Management Perspectives** 33(4), 405-424.
- Townsend, D., Hunt, R., Sarasvathy, S.D. and McMullen, J. 2018. *Knowledge Problems and Entrepreneurial Action*. **Academy of Management Annals**. 12(2): 659-687.
- Ramesh, A., Dew N., Read, S. and Sarasvathy, S.D. 2018. *The Choice to Become an Entrepreneur as a Response to Policy Incentives*, **International Review of Entrepreneurship**, 16(4): #1590
- Dew N., Read, S., Sarasvathy, S.D., and Wiltbank, R. 2018. *Microfoundations for New Market Creation: Differences between Expert Entrepreneurs and Expert Managers*, **International Review of Entrepreneurship**, 16(1): 1-28
- Prashantam, S., Bhagavatula, S., Kumar K. and Sarasvathy, S.D. 2018. *Effectuation, Network Building and Internationalization Speed*. **International Small Business Journal**, 37(1), 3-21.
- 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**.

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Book Chapters

- Sarasvathy S. D. 2025. *Effectual Action and Interaction: A Behavioral Model for Dealing with Uncertainty*. **Elgar Handbook of Cognitive Economics**, edited by Riccardo Viale, published by Edward Elgar.
- Sarasvathy, S. D. and Perez, M. 2025. *Stopping the slide and rising above the tide: Entrepreneurial Education to Move out of Necessity into Opportunity*. **Necessity Entrepreneurship**, edited by Katrin Smolka, Sophie Bacq, Angélique Slade Shantz and Pursey Heugens, series **Research in the Sociology of Organizations**, edited by Michael Lounsbury, published by Emerald Insight.
- Sarasvathy, S. D. 2024. *Beggars and Horseless: Entrepreneurial Origins of Organizations and Markets*. **Elgar Companion to Herbert Simon**, edited by Gigerenzer, G., Mousavi, S. & Viale, R., Cheltenham: Edward Elgar Publishing.
- Sarasvathy, S. D. 2024. *Effectuation and open innovation: An invitation to openly and effectually innovate*. In **Open Innovation Handbook**, edited by Henry Chesbrough, Agnieszka Radziwon, Wim Vanhaverbeke, Joel West, Oxford, UK: Oxford University Press.
- Ratinho, T. and Sarasvathy, S. D. 2021. *Optimism, Passion and Entrepreneurial Action in the Prediction-Control Space*. **Frontiers of Entrepreneurship Research**
- Sarasvathy S. D. 2022. *An Effectual Analysis of Markets and States*. In **Questioning the Entrepreneurial State: A Revised Perspective on States and Markets**, edited by Karl Wennberg and Christian Sandström, Berlin: Springer Nature, 37-56.
- Venkataraman, S. and Sarasvathy, S. D. 2021. *An Effectual Entrepreneurial Model of Organizational Change: Acting on, reacting to and interacting with markets as artifacts*. In **Oxford Handbook of Organization Change**, edited by Marshall Scott Poole and Andrew H. Van de Ven. Oxford University Press. Forthcoming.
- Forster, W. and Sarasvathy, S. D. 2019. *An error based theory of entrepreneurial overconfidence*. In **A Research Agenda for Entrepreneurial Decision Making**, edited by Saulo Dubard Barbosa and Alain Fayolle, Edward Elgar.
- Sarasvathy, S. D. and Dew, N. 2019. *The Paradox of Control Through Collaboration in Effectual Entrepreneurship*. In **Oxford University Press Handbook on Entrepreneurship and Collaboration**. Oxford University Press, (In Press)
- Nielsen, K. and Sarasvathy, S. D. 2018. Exit Perspective on Entrepreneurship, *The Palgrave Handbook of Multidisciplinary Perspectives on Entrepreneurship*: 223-245: Springer. 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. 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., Ramesh, A. and Forster, W. 2015. *The Ordinary Entrepreneur*. In **The Routledge Companion to Entrepreneurship** edited by Friederike Welter and Ted Baker and published by Routledge. 227-244. 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., & Germain, O. 2011. *L'effectuation, une approche pragmatique et pragmatiste de l'entrepreneuriat*. **Revue de l'Entrepreneuriat**, 10(3): 67-72.
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- 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.

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White Papers

Sarasvathy, S. D. 2019. *Education and Entrepreneurship*. Swedish Economic Forum Policy Report of Entrepreneurship and Education.

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.

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Articles Under Review

With Maelle S&B Special issue

With Tiago Ask paper

With Stuart and Anusha Equity paper at JBV

Botha, H. and Sarasvathy, S. D. 2022. *Cynical employees and mención managers: A lay theory approach to building organizational trust*. **Academy of Management Review**.

Bhuwania, A. and Sarasvathy, S. D. 2022. *Scaling without capital? A theory of Penrosean resource substitution*. **Journal of Business Venturing**.

Sarasvathy, S. D., Ajay, B., Kumar, K. and Vijay, D. *Ecological Opportunism: A Case for a Missing Construct*. **Academy of Management Review**

Silberzahn, P., Vian, D., and Sarasvathy, S. D. *Near Decomposability: A Socio-cognitive Mechanism for Goal Endogeneity in Effectual Entrepreneurship*. **Strategic Entrepreneurship Journal**

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Working Papers

Dew, N., Ramesh, A., Read, S. and Sarasvathy, S. D. *The Ask: A Basic Unit of Deliberate Practice in the Accumulation of Entrepreneurial Expertise*. **Journal of Management Studies**

Sarasvathy, S. D. *Beyond Causation and Effectuation: Toward a Theory of Entrepreneurial Interaction*. **Academy of Management Review**

Ramesh, A. and Sarasvathy, S. D. *Perspective taking under uncertainty: Understanding early stage co-founder equity decisions*. **Journal of Economic Psychology**

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., 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**.

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Publications for Practitioners and Policymakers

Sarasvathy, S. D. 2019. *Swedish Economic Forum Report on Education and Entrepreneurship*

Sarasvathy, S. D. 2019. *New education policy must be India-propelled, not India-centred*. Published: **Sunday Guardian**. June 29, 2019, 5:28 pm. <https://www.sundayguardianlive.com/news/new-education-policy-must-india-propelled-not-india-centred>

Sarasvathy, S. D. and Glinska, G. 2018. Ideas to Action – series of four articles related to the 5th International Effectuation Conference held in Darden in June 2018.

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 Delhi 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.

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Teaching Materials

Online Teaching Materials

2024: New Teaching Case Book to be published by Edward Elgar – 14 cases from 12 different countries with teaching notes and accompanying technical notes: Chile, Bolivia, Brazil, Ghana, Croatia, Germany, Italy, Australia, India, Malaysia, UAE and Japan. Forthcoming 2024

Entrepreneurship Essentials: Half Credit Online Course for use UVA wide as well other VA colleges and universities

2023: Video Caselets based on in depth interviews with founders:

- Neal Hoffman, Mensch on a Bench
- Helena Viera, Allianca Empreendedora (Brazil)
- Prasanna Krishnamurthy, Upekkha (India)
- Tom Davidson, Everfi
- Allison Shimamoto and Morolake Thompson, Haiama Beauty (formerly Oemi Botanicals)
- FUBU and Shark on Shark Tank, Daymond John
- Inventor of informercials and former Shark on Shark Tank, Kevin Herrington

2022 MOOC: Effectuation: Lessons from Expert Entrepreneurs

Flipped Classroom Course: Starting New Ventures
(Includes 6 full length video interviews of successful entrepreneurs)

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.

Teaching Books In Progress

Wheatley, G., Sarasvathy, S. D., Read, S., Dew, N., and Wiltbank, R. 2023. *Effectual Entrepreneurship 3rd Edition*. Oxford, UK: Routledge

Textbook

Wheatley G. and Sarasvathy, S. D. 2024. 2nd Edition. *Effectual Entrepreneurship 3rd Edition*. Oxford, UK: Routledge

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

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
UVA-ENT-0225:	Art of the Effectual Ask
UVA-ENT-0226:	Ownership, Control, and the Role of Equity in New Ventures
UVA-ENT-0235	Doing Without the Middle Man: A Primer on Funding for Entrepreneurs

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Courses Designed and Taught

Courses taught at Darden:

2015	Entrepreneurship II (Doctoral)
2014	Entrepreneurship I (Doctoral)
2013-24	Effectual Entrepreneurship (FY Elective)
2013-16	GEMBA course: Creating the Future
2012-16	GEMBA course: Innovation Entrepreneurship and Growth
2013-24	Starting New Ventures (EMBA)
2004-24	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</i> (2 day program) 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, Indis (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.

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Other Communications with Practicing Manager (Webinars, podcasts, workshops)

2024

- July 20 TEG Talk at IIT Bombay (2,000 technology entrepreneurs registered)
- May 17 AMA Webinar for Darden alumni
- May 14 Interview on Open Innovation, 13th Prodem + Oiweek Latam in Sao Paulo Brazil
- May 6 Workshop for Conscious Venture Lab
- May 1 African Corporate Leaders Program, Presidential Precinct
- April 29 Hidden Brain Podcast, 3 million listeners
- April 19 Tom Tom Session on Entrepreneurship for Social Justice

2023

- UNESCO Keynote, Reimagining our futures together – A new social contract for education, Croatia, May 23, 2023.
- Keynote, YSEALI Academy Unconference on Impact Entrepreneurship, Vietnam, June 26, 2023
- Keynote and seminar, Post Graduate Conference, Centre for Innovation and Entrepreneurship at the University of Bristol, June 27, 2023
- All day workshop for faculty, donors and university administration leaders on building a School of Entrepreneur, Clemson University, August 25, 2023
- Keynote, Entrepreneurship Conference, Indian Institute of Technology, Chennai, India, December 14, 2023:

2022

- USASBE Workshop on the Ask, January 7, 2022
- Women in Entrepreneurship Education, Hiroshima University, Japan, March 8, 2022
- The Kyoto Symposium (for policy makers and corporate executives) on What Makes Kyoto Effectual, March 12, 2022

Dialogue with religionists of Buddhism and Christianity, March 12, 2022

Asian American Chamber of Commerce Workshop of Effectual Entrepreneurship, Carnegie Mellon University, Pittsburgh, PA, May 7, 2022

Keynote on Entrepreneurial Ecosystems at the 11th Seminar of LATAM ecosystems organized by Prodem, Mexico City, Mexico, May 17 2022

Several panels and workshops for managers and policy makers in Stockholm (May 2022) and Gothenburg Sweden (June 2022) as part of the Global Award for Entrepreneurship Research as well as Chalmers University Honorary Doctorate Celebrations

Swedish Entrepreneurship Forum podcast, Stockholm, Sweden, May 5, 2022

Panel and Workshop on Effectual Entrepreneurship for students, alumni and managers of IQS Ramon Llull University, Barcelona, Spain, June 16, 2022

Effectuation Workshop for the C-suite of Intesa Saopaulo Bank in Turin, Italy, November 17, 2022

Effectuation Workshop for scientists at CENTAI, Artificial Intelligence Lab in Turin, Italy, November 18, 2022

Illimity Talk – journalist mediated conversation with the founder of Illimity Bank, Milan Italy, November 22, 2022

Workshop for Chief Innovation Officers from Edison Energy France and Italy in Milan, Italy, November 23, 2022

4 Days of Interactive Sessions with Practitioners in Rio de Janeiro, Brazil

- December 5: Entrepreneurs in Creative Industries
- December 6: Social Entrepreneurs
- December 7: Favela Entrepreneurs in Rocinha
- December 8: Technology Entrepreneurs

2021

Interactive Keynote, Global Consortium of Entrepreneurship Centers 2021 Conference, Baltimore, MD, October 15, 2021

Breaking Down Barriers Podcast, Episode #29, November 17, 2021

September 17, 2021: Chilean Constitutional Convention, "Effectuation." Workshop, Santiago, Chile.

Economics for Business Podcast, Episode #131, August 17, 2021

The Stakeholder Podcast, by Ed Freeman, August 4, 2021

Webinar on "What makes entrepreneurs entrepreneurial" at TKM Institute of Management' Innovation Council, Kerala, India, June 26, 2021

2020

3 Darden Alumni Webinars: May 22, June 9, July 8, August About 100 attendees each

IIMB, Bangalore, India: April 28, 400 attendees

IBA, Karachi, Pakistan: April 23, 250 attendees from 5 countries

ESBRI, Stockholm, Sweden: June 10, 120 attendees from 8 European countries

Effectuation Teaching Materials Potluck: July 2. 120 educators from 40 countries

Pontificia Universidad Catolica de Chile, Santiago, Chile: Sep 8, 100 attendees

Brazil: September 23, entrepreneurs, educators and policymakers, 300 attendees

China: December 5, 200 educators

2019

November 2019: Workshop for entrepreneurship policy makers, Stockholm, Sweden

November 2019: Workshop in entrepreneurship education for high school teachers all across Sweden

November 2019: Workshop for corporate effectuation trainers, Paris, France

June 2019: Workshop for entrepreneurs and managers, Kerala Startup Mission, Bangalore, India

June 2019: Workshop for women entrepreneurs, Goldman Sachs 10000 Small Businesses Program, Bangalore, India

2018

October 2018: Workshop on entrepreneurship and marketing for Hakuhodo Global, one of Japan's two oldest and most reputed advertising and public relations company.

August 2018: Entrepreneurship workshop for bankers in Aalborg, Denmark

July 2018. Effectuation and Innovation Workshop at India Innovation Forum. Participants included corporate executives from all across India in Bangalore, India.

July 2018. Three effectuation workshops, one for educators, one for corporate executives and one for policy makers in Sao Paulo, Brazil

February 2018. Half-day workshop on effectual innovation and growth for a group of 30 Emirati bankers in Dubai, UAE.

2017

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

2016

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 alumni and founder of Lending Tree. Participants: Presidents of companies belonging to the Young Presidents Organization (YPO).

Consultancy Activities Including Workshops and Presentations

- Hakuhodo, Japan
- Accelerace Denmark
- VentureLab Twente, Netherlands
- Kolding School of Design, Denmark
- General Milla, USA
- Boeing, USA
- Chalmers University, Sweden
- Humboldt University, Germany
- ACERE, Australia
- University of Osijek, Croatia

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HONORS, AWARDS, EVENTS, KEYNOTES, MEDIA

Research and Teaching Awards

- 2023 UVA Research Achievement Awards (Dean Selection)
- Legacy Impact Award, Global Consortium of Entrepreneurship Centers, 2021
- 2015 University of Virginia Mead-Colley Award for teaching excellence
- 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.
- 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
- 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)
- 2010 Wachovia Award for Outstanding Research Publications, Darden
- 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).
- 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
- 2002: Nominated for Professor of the Quarter, University of Washington MBA Program
- 2001 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.
- 1998-2000: University of Washington: Outstanding Contribution to Undergraduate Education Award (1998-99 and 1999-2000)

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Effectuation Events

- Nov 21-25 2024: Rethinq Entrepreneurship in Malaysia – included public lectures for entrepreneurs, investors and ecosystem leaders, a policy roundtable, corporate masterclass, educators' workshop' and research seminar. About 600 participants in all including the Malaysian minister of entrepreneurship.
- November 2024: Tenth Effectuation Conference in Nantes, France
- November 2023: Ninth Effectuation Conference, Gdansk, Poland
- December 2022: Effectuation Week in Rio de Janeiro, Brazil
- November 2022: Eighth Effectuation Conference in Naples, Italy

- March 12, 2022: Symposium on Religion and Effectual Entrepreneurship, attended by 1500 people around the world. Symposium included a dialogue with religious leaders of Buddhism and Christianity including a talk on effectuation by Rev. Daiko Matsuyama, Deputy Head Priest of Taizo-in Zen Buddhist Temple Myoshinji.
- January 2022: Seventh Effectuation Conference in Hiroshima and Kyoto, Japan
- September 17, 2021: Chilean Constitutional Convention, "Effectuation." Workshop, Santiago, Chile.
- February 23, 2019: SBEJ special issue on effectuation
- November 2019: Sixth International Effectuation Conference, Berlin, Germany. Papers and participants from 57 countries
- June 2018: Fifth International Effectuation Conference at Darden. Papers and participants from 51 countries
- December 2015: Fourth International Conference on Effectuation organized by University of Nordland, Bodo, Norway
- December 2014: Third International Conference on Effectuation organized by University of Twente, Netherlands. 70 papers submitted, 32 accepted.
- June 2013: Second International Conference on Effectuation organized by EM-Lyon. 60 papers submitted, 40 accepted.
- December 2011: First International Conference on Effectuation organized by EM-Lyon

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Notable Keynotes, Distinguished Lectures and Big Media Events

- April 29, 2024. Hidden Brain Podcast, 3 million listeners
- November 2023: EU SME Assembly Schumpeter Lecture, Bilbao, Spain

- November 21, 2022: 5th Herbert Simon Society Distinguished Lecture, Turin, Italy
- November 22, 2022: Illimity Talk – journalist mediated conversation with the founder of Illimity Bank, Milan Italy,
- November 21, 2022: 5th Herbert Simon Society Distinguished Lecture, Turin, Italy
- November 18, 2022: Effectuation Workshop for scientists at CENTAI, Artificial Intelligence Lab in Turin, Italy,
- November 17, 2022: Effectuation Workshop for the C-suite of Intesa Saopaolo Bank in Turin, Italy,
- Workshop for Chief Innovation Officers from Edison Energy France and Italy in Milan, Italy, November 23, 2022

- March 16, 2021: Keynote, Entrepreneurship Education when your Campus is the World. Babson Collaborative on Entrepreneurship Education Summit

- October 2018: Distinguished Keynote at EDGE-NEXT Conference organized by Japan’s Ministry of Education and Japan Academic Society for Ventures and Entrepreneurs in Nagoya, Japan.
- August 2018: Distinguished Keynote to Bankers and Entrepreneurs, Aalborg, Denmark
- July 2018: Inaugural Keynote, Centre for Entrepreneurship and Innovation, FLAME University Pune, India
- June 2018: Keynote, Tenth EGEPE Conference, Sao Paulo, Brazil
- June 2018: 18 minutes on TV Globo in Portuguese, watched by millions of people all across Brazil
- June 2018: Miami University Farmer School of Business Distinguished Entrepreneurship Scholar Lecture

- March 2018: Miami University Distinguished Lecture in Entrepreneurship
- February 2018: Keynote, MUDERC Conference in Dubai, United Arab Emirates

- 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
- 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,"
- 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
- June 2012: Keynote, 57th ICSB World Conference, Wellington, New Zealand
- 2011: Inc Magazine cover featured article, *How Great Entrepreneurs Think*
- October 2011: Delegate, Jefferson Innovation Summit, Monticello
- 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
- 2009 McIntire School Spring Symposium on Global Commerce Panel with Dr. Jeffrey Sachs
- 2008 Falcone Distinguished Entrepreneurship Scholar Lecture, Syracuse University
- January 2008 Keynote, USASBE 2008, in San Antonio, Texas
- October 2007: Leeds distinguished lecture, University of Colorado at Boulder
- June 2006: Haniel Lecture at Humboldt University, Berlin

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Other Keynotes

- July 20, 2024. TEG Talk at IIT Bombay (2,000 technology entrepreneurs registered)

- June 27, 2023: Keynote and seminar, Post Graduate Conference, Centre for Innovation and Entrepreneurship at the University of Bristol

- Feb 8, 2023: Keynote at 67th Annual Conference of AARES, the Australasian Agricultural and Resource Economics Society, in New Zealand

- August 2022: Keynote SABE (Society for the Advancement of Behavioral Economics), Lake Tahoe, USA
- June 20, 2022: Keynote, ACEDE (Spanish Academy of Management) Conference, Barcelona, Spain

- May 25, 2022: Global Award for Entrepreneurship Research Lecture, Stockholm School of Economics, Stockholm, Sweden
- May 17, 2022: Keynote at 11th Seminar of LATAM ecosystems organized by Prodem in Mexico. Participants from all countries in Central and South America.

- November 12, 2021: Invited Doctoral Lecture, Staying In Academia - The Journeys Of The Makers Of Modern Entrepreneurship Research, University of Siegen, Germany,
- October 29, 2021: Keynote, Entrepreneurial Education That Transforms CONHECER Brazil
- September 29, 2021: Keynote, International Centre for Entrepreneurial Studies, "Effectuation, Entrepreneurship and the Pandemic," Durham University, UK.
- September 9, 2021: Junior Scholar Symposium on Entrepreneurship and Design, Chalmers University, Goteborg, Sweden,
- March 20, 2021: Keynote, Society for Advancement of Management International Business Conference

- November 19, 2019: Swedish Economic Forum Lecture on Entrepreneurship and Education
- November 13 & 14, 2019: Uppsala Business Lectures, Uppsala University, Sweden
- November 19, 2019: Keynote RENT Conference, Berlin, Germany
- November 19, 2019: RENT Conference Panel discussion with Gerd Gigerenzer, Berlin, Germany
- January 2019: Keynote, 24th International Colloquium on Entrepreneurial and Small Business Marketing, *Entrepreneurial Marketing and its Regional Impact*, University of Huddersfield, UK.

- May 2018: Unforgettable Lecture at UVA
- May 2018: Keynote, Canadian Council for Small Business and Entrepreneurship, Halifax, Canada
- May 2018: Academy of Management Review conference, University of Pittsburgh, Pittsburgh PA

- September 2017: Keynote, 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)

- November 17, 2015: Rethinking Entrepreneurship: The Logic of Effectual Action, University of Copenhagen, Copenhagen, Denmark.
- October 8, 2015: Keynote on "Millenials and the Culture of Entrepreneurship," Wake Forest University.
- October 29, 2015: Seminar on Philosophy, Politics and Economics, George Mason University

- 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

- 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 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

- December 2011: Keynote, ICER BRIC Conference on entrepreneurship research, Bangalore, India
- December 2011: Keynote, Conference on Entrepreneurship in Higher Education, Oslo, Norway
- 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 NCIIA Conference, Washington DC

- November 2010: Robert Noortman Lecture at the RENT conference in Maastricht, the Netherlands
- November 2010: Kettering Foundation Research Exchange, Dayton, OH
- March 2010: Keynote, Mason Entrepreneurship Research Conference, George Mason University, Washington DC.
- January 2010: Keynote, DRUID DIME Winter Conference, Skorping, 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

- December 2007: Keynote, T. A. Pai Management Institute, Manipal, India
- November 2007: Keynote, G-Forum in Aachen, Germany

- 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
- 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

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Other Invited Presentations

- 2019: Retreat on physics and decision making, Humboldt University, Berlin
- 2019: Retreat on design and entrepreneurship, Chalmers University, Sweden
- 2019: Faculty workshops, Uppsala University, Sweden
- 2019: Discussant on all papers shortlisted for the Academy of Management Review special issue conference held in University of Pittsburgh in May 2019.
- 2018: AMR Special Topic Forum on Uncertainty Invited Conference in Pittsburgh, PA
- 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

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Research featured in the media

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

- November 2023: [Interview in Hungarian Newspaper, Élet és Irodalom](#).
- November 2023: [Interview with Euronews](#)
- May 5 2022: Swedish Entrepreneurship Forum podcast
- August 13, 2018: Interview with TV Globo, viewership in the millions all across Brazil
- 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

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Grants Received

2006-2010	Four year research grant from the Australian Research Commission (ARC) for the <i>Australian Panel Study of Entrepreneurial Dynamics</i> 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

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SERVICE

Doctoral Students Supervised

Daniel Conley	University of Adelaide
Aman Bhuwania	Indian Institute of Management, Bangalore
Willy Das	Indian Institute of Management, Raipur
Abayomi Akinboye	University of Canterbury, Newzealand
Nadeera Ranabahu	University of Canterbury, Newzealand
Katariina Yrjönkoski	Tampere University, Finland
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)

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Service At Darden

- Supervision of about 5-10 Darden Business Projects every year
- Member, RCD Committee (2012-24)
- Member, PhD Committee (2012-23)
- 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

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Outside Darden (inside the US)

- 2019: Workshops for Presidential Precinct (William & Mary and UVA)
- 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
- 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:

- Phd Program across 5 Universities, hosted at University of Osijek, Croatia
- Aalborg University, Denmark
- FLAME University, Pune, India
- 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)

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