MIT Sloan Expertise

A guide to people, knowledge, and ideas at the MIT Sloan School of Management

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*On the cover:* David C. Schmittlein, John C Head III Dean
About This Guide
This guide provides a window into the intellectual vibrancy of MIT Sloan School of Management. Celebrated around the world, MIT Sloan’s faculty and research staff analyze today’s business challenges and solutions through their research, in classroom discussion, and in hands-on laboratory assignments. So when you’re looking for expert sources and information on cutting-edge business topics, think MIT Sloan.

The main section of this guide is organized by geographic area, industry, topic, and faculty members. As the great volume of research conducted at MIT Sloan and the expertise of faculty and researchers continually evolves, please contact the Office of Media Relations if you don’t find the resources you need.

You can search for listings:
• **By geographic area**: Research expertise by country or region.
• **By industry**: Research categorized by major industrial sector.
• **By topic**: Commonly used topics, including management functions, business issues, techniques, and academic disciplines.
• **By faculty or staff member**: Descriptions of faculty and staff backgrounds, research areas of expertise, and contact information.

Academic Programs and Research Centers
This guide also contains background information and statistics on MIT Sloan and its academic programs and research centers.

For Media Inquiries
A number of MIT Sloan resources are available to the media. These are coordinated through MIT Sloan’s Office of Media Relations located at One Broadway, Cambridge, MA in building E70-676. To access the variety of information at MIT Sloan or experts for interviews, please contact:

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Photos
The photos in this guide, as well as many on the MIT Sloan website, are available for use in publication and broadcast. Contact Paul Denning, Patricia Favreau, or Sandra O’Neil.

Resources on the Web
MIT Sloan’s website—http://mitsloan.mit.edu—has a wealth of resources for media. On the main homepage, click on Newsroom to reach the online resources for journalists. There you will find the following:

- News
- Current and past press releases
- News features—current and past news clippings
- MIT Sloan publications, books, and research papers
- News articles
- Faculty news briefs
- MIT Sloan video
- Background information on MIT Sloan
- MIT Sloan faculty expertise online
- RSS feeds
- Blogs
- Podcasts
- Contact information for the MIT Sloan Office of Media Relations

About the MIT Sloan School of Management
Founded in 1914, the management school at the Massachusetts Institute of Technology initially offered a curriculum in engineering administration. Over the decades, the scope and depth of this educational focus steadily expanded to today’s broad-based management school in response to advances in the theory and practice of management. A program offering a master’s degree in management was established in 1925. The world’s first university-based executive education program—the Sloan Fellows—was created in 1931 under the sponsorship of Alfred P. Sloan, Jr., the 1895 MIT graduate who was then chairman of General Motors. A Sloan Foundation grant established the MIT School of Industrial Management in 1952 was charged with educating the “ideal manager.” Today, the mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and generate ideas that advance management practice.

Academic Programs
MIT Sloan offers MBA, PhD, undergraduate, MIT Sloan Fellows, Leaders for Management, System and Design Management, and Biomedical Enterprise programs together with special seminars, conferences, and programs for alumni. (See page 117.)
Faculty Profile and Disciplines
The MIT Sloan faculty includes 102 full-time professors along with adjunct or visiting faculty in the following disciplines:

Accounting
Applied economics
Communication
Corporate finance
Corporate strategy and policy
Financial engineering
Financial markets
Health care management
History, environment, and ethics
Human resource management
Industrial relations
Information technologies

International management
Law
Managerial economics
Management of technology
Marketing
Operations management
Operations research
Organization studies
Statistics
System dynamics
Technological innovation/entrepreneurship

Research Centers
In MIT Sloan’s research centers, faculty work with industry to develop the knowledge, insight, tools, and techniques that shape the future of management. The results of this research directly influence the content and focus of the School’s academic programs. Typically, the centers and groups are interdisciplinary, bringing together faculty and students with the breadth of expertise to address real-world problems. MIT Sloan’s research is greatly enriched by the School’s close ties with the other world-class departments, labs, and centers at MIT. (See page 121.)

Admissions Profile
The MIT Sloan student body consists of more than 1,100 graduates and undergraduates from more than 60 countries. The Class of 2009 breaks down as follows:

Age range: 21–38
Average age of entrance: 28 years
Average full-time work experience: 5 years
Women: 30%
Men: 70%
GMAT range (middle 80%): 650–760
Median GMAT: 710
Undergraduate GPA: 3.5 out of 4.0
U.S. citizens: 58%
Permanent residents: 6%
International: 37%
Members of minority groups: 21%

Alumni Profile
More than 20,000 alumni reside in 100 countries. Approximately 1,000 companies have been founded by MIT Sloan alumni.
Prominent Alumni
Thad Allen, SF ‘89, Commandant of the U.S. Coast Guard
Kofi Annan, SF ‘72, Nobel Peace Prize winner and former U.N. Secretary General
Carleton (Carly) Fiorina, SF ‘89, former HP President and CEO
William Clay Ford, Jr., SF ‘84, Ford Motor Co. Chairman
Gideon Gartner, SM ’60, Gartner founder
Bruce Gordon, SF ’88, Corporate Director of CBS and Tyco International
Michael Kaiser, SM ’77, President of the Kennedy Center for the Performing Arts
Judy Lewent, SM ’72, former Merck Executive Vice President and CFO
Jamie McCourt, SF ’94, Vice Chairman and President, Los Angeles Dodgers
Alan Mulally, SF ‘82, Ford Motor Co. CEO
Benjamin Netanyahu, SM ’76, former Prime Minister of Israel
William A. Porter, SF ’67, E*Trade founder
John Potter, SF ’95, U.S. Postmaster General
John Reed, SM, ’65, former Chairman, New York Stock Exchange
Robert Thirsk, SF ’98, CSA astronaut
Ronald Williams, SF ’84, Aetna Inc. CEO

Administration
Dean: David Schmittlein
Deputy Deans: Steven Eppinger, S.P. Kothari, and JoAnne Yates
Senior Associate Deans: Donna Behmer and Alan White

Massachusetts Institute of Technology
MIT is a top-ranked, world-class education institute committed to advancing knowledge and educating students in science, technology, management and other areas of scholarship that will best serve the nation and the world in the 21st century. MIT has a long-standing reputation for working closely with business and government. Founded in 1865, MIT is organized into five schools that contain 34 academic departments, divisions, and degree-granting programs, as well as numerous interdisciplinary centers, laboratories, and programs whose work cuts across traditional departmental boundaries. Total enrollment is approximately 10,300 undergraduate and graduate students representing 106 countries. The MIT faculty numbers nearly 1,000 with a teaching staff of more than 1,200.
**Expertise Index**
If the area of expertise you need is not listed, contact the Office of Media Relations at 617-253-0576 or 617-253-3492.

**By Geographic Area**
*Countries and regions that MIT Sloan faculty have studied*

**Africa:** Gibson, Rockart, Scharmer, Senge, Suri  
**Argentina:** Forbes  
**Armenia:** Afeyan  
**Asia:** Forbes, Hartman, Weil  
**Asia Pacific:** Forbes, Mokady  
**Bermuda:** Weil, Wolk  
**Brazil:** Bitran, Forbes, Locke, Verdi  
**Chile:** Forbes  
**China:** Forbes, Freund, Gill, Hafrey, Hartman, Holmstrom, Huang, Lessard, Murray, Obukhova, Senge, Thurow, Wang, Weil, White, Zhang  
**Cuba:** Lessard  
**Denmark:** Morse  
**Eastern Europe:** Aulet, Forbes, LaFond, Loessberg, White  
**Europe:** Baccaro, Ellerman, Castilla, Davies, Forbes, Gill, Hafrey, Holmstrom, LaFond, Madnick, Mokady, Murray, Perez-Breva, Scharmer, Schoar, Weil, White  
**European Union:** Castilla, Davies, Forbes, Gill, Ellerman, Holmstrom, LaFond, Mokady, Weil  
**France:** Azoulay, LaFond, Mokady, Weil  
**Germany:** Adam, Fleming, Hafrey, LaFond, Mokady, Schulz  
**Hong Kong:** Huang, Lessard, Weil  
**India:** Forbes, Huang, Kothari, Roychowdhury, Schoar  
**Ireland:** Allen, Aulet, Baccaro, LaFond  
**Italy:** Baccaro, LaFond, Locke, Mokady  
**Japan:** Cusumano, Forbes, LaFond, Thurow  
**Korea:** Gamarnik, Hartman, Huang, Thurow  
**Latin America:** Forbes, Hax, Lessard, Vera  
**Malaysia:** Madnick  
**Mexico:** Forbes, Lessard, Zarur  
**Middle East:** Aulet, Bitran, Fleming, Morse  
**New Zealand:** Davies, Morse  
**Northern Ireland:** Morse  
**Pakistan:** Aulet, Morse, Thurow  
**Portugal:** Perez-Breva  
**Russia:** Forbes, Holmstrom, Loessberg, White  
**Singapore:** Freund, Huang, Madnick, Murray, Weil  
**South Africa:** Baccaro  
**South Korea:** Hafrey, Hartman  
**Southeast Asia:** Freund, Huang, Scharmer, White  
**Spain:** Castilla, LaFond, Lessard, Morse, Perez-Breva  
**Taiwan:** Hartman, Huang, Lessard, Thurow, Weil
Thailand: Huang
United Arab Emirates: Aulet, Morse
United Kingdom: Aulet, Hartman, LaFond, Madnick, Mokady, Scott Morton
Vietnam: Loessberg
By Industry

Some of the market segments that MIT Sloan faculty follow closely

Advertising: Ariely, Berndt, Forrester, Hauser, Schmittlein, Urban
Aerospace: Weil
Agribusiness: Goncalves
Air safety: Barnett
Air traffic control: Bertsimas
Aircraft/aviation: Davies, Eppinger, Weil
Airlines: Farias, Kochan, Orlin, Perakis, Weil
Alternative energy: Aulet, Lessard, Morse, Preston, Sterman
Auctions (Internet): Ariely, Gallien, McAdams, Perakis, Yin
Automotive: Cusumano, Eppinger, Forrester, Rosenfield, Roychowdhury, Urban
Banking: Bitran, Castilla, LaFond, Madnick, Myers, Schoar, Verdi, Weil
Banking management: Bitran, LaFond, Weil
Banking operations and policy: Bitran
Biopharmaceutics: Afeyan, Azoulay, Berndt, Fleming, Gill, Murray, Zarur
Biotechnology: Afeyan, Azoulay, Berndt, Fleming, Gill, Henderson, Lakhani, Morse, Murray, Perez-Breva, Zarur
B-school (also see business education): Bitran, Freund, Hafrey, Hartman, Kelly, Madnick, Rosenfield, Roychowdhury, Schmalensee, Schmittlein, Sterman, Thurow, Urban, Wilbur
Bond markets: Chen, Joslin
Cable industry: Braun, Davies
Chemicals: Morse, Murray
Clinical trials: Afeyan, Azoulay, Berndt, Fleming, Gill, Murray, Zarur
Coal: Ellerman, Jacoby, Jarchow
Computational biotechnology: Perez-Breva
Computer industry: Brynjolfsson, Davies, Malone, Weil
Consumer electronics: Ariely, Bitran, Davies, Gill, Mokady, Rosenfield, Yin
Consumer packaged goods: Bitran, Forrester, Little, Rosenfield
Corporate incentives: Holmstrom, LaFond
Credit cards: Ariely, Bitran, Lo, Prelec, Schmalensee, Tucker, Weil, Welsch
Digital preservation: Tucker
Distance learning: Forrester, Freund, Kelly, Lo, Madnick, Vera
Ebay: Davis, Yin
Education: Berndt, Bitran, Freund, Gill, Hafrey, Kelly, Lo, Malone, Murray, Perez-Breva, Schmittlein, Scott Morton, Thurow, Verdi
Electronic communication: Hartman, Mokady, Orlikowski
Electronic markets: Yin
Electronic media: Davies, Mokady, Weil, Yates
Electronic publishing: Brynjolfsson, Weil
Emissions trading: Ellerman, Jacoby, Parsons, Schmalensee
Energy: Aulet, Ellerman, Jacoby, Jarchow, Lessard, Morse, Parsons, Preston, Schmalensee, Sterman, Weil, Wolk, Zarur

Environment: Ellerman, Parsons, Preston, Jacoby, Scharmer, Slaughter, Sterman, Wolk, Zarur

Environmental economics: Parsons

Environmental leadership: Forrester, Schmalensee, Wolk

Environmental policy: Ellerman, Forrester, Jacoby, Pindyck, Schmalensee


Federal Reserve: Ariely, Fleming, Forbes, LaFond, Rigobon

Federal Reserve Board: Forbes, Rigobon

Financial markets: Lo

Financial services: Ariely, Burton, Castilla, Kogan, LaFond, Lessard, Lo, Loessberg, Madnick, Wang, Weil

Food and Drug Administration: Azoulay, Berndt

Gas: Ellerman, Jacoby, Jarchow, Parsons, Weil

Genetics: Afeyan, Azoulay, Fleming, Gill, Murray, Perez-Breva

Gold/mining: Adam

Google: Davies, Davis, Gibson, Gill, McAdams, Roychowdhury, Tucker

Government: Azoulay, Berndt, Forbes, Huang, Slaughter, Thurow

Health care: Ariely, Azoulay, Berndt, Carroll, Doyle, Fleming, Gill, Kellogg, Rockart, Thruow, Zarur

High technology: Anderson, Berndt, Hadzima, Henderson, Holmstrom, Malone, Mokady, Morse, Roberts, Weil, Zolot

High technology companies: Anderson, Brynjolfsson, Davies, Gill, Goncalves, Hadzima, Henderson, Malone, Perez-Breva, Weil, Yin

Homeowners insurance: Braun

Insurance: Ariely, Braun, Doyle, Myers, Rockart, Weil

Internet: Anderson, Ariely, Brynjolfsson, Davies, Davis, Forrester, Malone, Urban, Weil, Yin, Zolot

Internet service: Bitran

Internet software: Madnick, Mokady, Tucker, Urban, Yates, Zolot

Investment banking: Roychowdhury

K–12 education: Forrester, Wolk

Law enforcement: Van Maanen


Media (also see electronic media): Ariely, Hartman, Weil

Medical devices: Berndt, Davies, Fleming, Gill, Lakhani, Murray, Zarur

Medicine: Berndt, Doyle, Fleming, Gill, Murray

Microsoft: Berndt, Cusumano, Davies, Davis, Mokady, Roychowdhury, Schmalensee

Multi-stakeholder dialogue and action: Bitran, Cusumano, Forrester, Madnick, Malone, Mortensen, Zolot

Non-profits (not-for-profits): Ariely, Doyle, Hadzima, Hafrey, Loessberg, Rockart, Scott Morton, Wolk

Nuclear power: Carroll, Ellerman, Jacoby, Parsons
Oil: Aulet, Ellerman, Jacoby, Jarchow, Lessard, Parsons, Thurow, Weil
Online banking: Weil
Online shopping: Brynjolfsson, Schmittlein
Paper industry: Vera
Pharmaceuticals: Allen, Azoulay, Berndt, Gill, Henderson, Lakhani, Murray, Myers, Zarur
Privatization: Fleming, Holmstrom, Loessberg, Weil
Public utilities: Lessard, Parsons, Schmalensee
Publishing: Urban
Real estate: Aulet, LaFond, Slaughter
Recruitment: Ariely, Aulet, Castilla, Kochan, Wilbur
Regulation and policy (environmental): Berndt, Ellerman, Huang, Jacoby, Parsons Schmalensee
Retail: Bitran, Gallien, Schmittlein, Simester, Thurow
Security and Exchange Commission: Hadzima, LaFond, Lo, Parsons
Semiconductors: Bitran, Davis, Goncalves, Obukhova
Service industry: Brynjolfsson
Silicon Valley: Anderson, Davies, Davis, Gill, Manso, Morse, Roberts
Social Security: Ariely, Forbes, Murray, Thurow
Subprime lending: Chen
Telecommunications: Anderson, Bitran, Davies, Gill, Holmstrom, Mokady, Perez-Breva, Thurow, Urban, Weil
Transportation: Orlin, Perakis, Schulz, Vera, Wolk
Video games: Yin
World Wide Web: Brynjolfsson, Yin
YouTube: Davis, Roychowdhury
By Topic
Disciplines, management functions, issues, techniques

$100K Entrepreneurship Competition: Anderson, Aulet, Fleming, Gill, Hadzima, Morse, Preston, Roberts, Zolot
Accounting: Behmer, Forbes, Kothari, LaFond, Pan, Roychowdhury, Sletten, Verdi, Wysocki
Accounting (international): Kothari, LaFond, Roychowdhury, Wysocki
Alliances: Davies, Davis, Fleming, Holmstrom, Lessard, Mokady, Roberts, Weil
Analyst forecasts: Asquith, Aulet, Fleming, LaFond, Lo, Roychowdhury, Verdi
Angel investing: Afeyan, Aulet, Davies, Fleming, Gill, Hadzima, Lo, Loessberg, Mokady, Morse, Roberts, Scott Morton
Antitrust (law): Schmalensee
Applied mathematics: Berndt, Freund, Gamarnik, Joslin, Lo, Perez-Breva, Schmittlein, Schulz
Applied microeconomics: Suri
Arbitrage pricing theory: Joslin, Kogan, Ross, Wang
Artificial intelligence: Davies, Lo, Madnick, Malone, Morse, Scott Morton
Asset management and pricing: Kogan, Kritzman, LaFond, Lo, Wang
Auditing/auditors: LaFond
Bankruptcy: Adam, Asquith, Chen, Lo
Bar code (electronic): Davies, Madnick
Bayesian networks (econometrics): Lo
Bayesian statistics: Braun, Hauser, Joslin, Lo, Schmittlein, Urban, Welsch
Benefits and compensation (also see compensation): Castilla, Hadzima, Holmstrom
Blackberry: Orlikowski, Yates
Blogs: Aulet, Malone, Yates
Bond pricing: Chen, Joslin
Brand management: Schmittlein, Urban
Branding: Ariely, Forrester, Hauser, Schmittlein, Simester, Urban
Breakthrough management: Aulet, Gill, Henderson, Roberts, Wolk
Built environment: Slaughter
Business ethics: Hafrey, Hartman, Locke, Scharmer, Schmalensee, Wolk
Business intelligence: Brynjolfsson, Gill
Business plans: Afeyan, Aulet, Davies, Fleming, Gill, Hadzima, Jarchow, Lo, Mokady, Morse, Roberts, Zarur
Business process modeling: Forrester, Malone, Repenning, Sterman, Weil
Business transformation: Weill
Cancer, multi-drug therapy models: Fleming, Gill
Capital budgeting: Asquith, Fleming, Holmstrom, LaFond, Lessard, Lo, Parsons, Schoar, Verdi, Weil
Capital controls: Aulet, Forbes, LaFond
Capital facility assets: Slaughter
Capital markets: Fleming, LaFond, Verdi, Wang
Carbon footprint: Henderson
Career development: Aulet, Bailyn, Castilla, Schein, Wilbur
CEO compensation: Brynjolfsson, Fleming, Frydman, Gill, Hadzima, Henderson, Holmstrom, Kothari, Roychowdhury, Sletten
Change management: Aulet, Brynjolfsson, Carroll, Davis, Hafrey, Hartman, Henderson, Gibson, Kellogg, Klein, Scharmer, Schein, Sterman
Changing work environments: Bailyn, Castilla, Klein, Kochan, Orlikowski
Changing work practices: Orlikowski
Changing workforce: Bailyn, Castilla, Kellogg, Kochan, Scott Morton
Chat rooms (investment): M. Siegel
Climate change: Ellerman, Henderson, Jacoby, Schmalensee
Climate policy: Ellerman, Jacoby, Parsons, Schmalensee, Sterman, Zarur
Collective bargaining: Kochan
Communication (also see managerial or organizational communication):
Anderson, Aulet, Breslow, Hafrey, Hartman, Kelly, Mokady, Mortensen, Pittore, Yates
Communication practices: Breslow, Brynjolfsson, Hafrey, Hartman, Kelly, Malone, Orlikowski, Pittore, Yates
Compensation: Aulet, Azoulay, Bergman, Castilla, Gibbons, Hadzima, Holmstrom, Roychowdhury, White, Wilbur
Competition: Davies, Davis, Fleming, Henderson, Joskow, LaFond, Perakis, Schmalensee, Urban, Weil, Yin
Competitive strategy: Aulet, Azoulay, Davis, Gill, Henderson, LaFond, Schmalensee, Scott Morton, Stuart, Weil, Weil, Wolk, Yin
Computer-aided software: Aulet
Computer privacy: Meldman, Zolot
Concurrent engineering: Davies, Eppinger
Conflict management (also see negotiation and conflict resolution): Hartman, Kelly, Mortensen, Pittore, Rowe
Conflict management systems design: Rowe
Conflicts of interest: Hadzima, Hafrey
Consumer behavior: Ariely, Davies, Frederick, Prelec, Schmittlein, Simester, Weil
Consumer marketing: Ariely, Urban
Consumer measurement: Hauser, Urban
Consumer products (marketing): Bitran, Forrester, Hauser, Urban
Consumer psychology: Ariely, Prelec
Contagion: Chen, Forbes, Holmstrom
Contracts: Holmstrom
Convergence: Davies, Freund, Weil, Yin
Corporate accountability: Kothari, LaFond, Slaughter
Corporate disclosures: Kothari
Corporate diversification: Fleming, Parsons
Corporate finance: Adam, Asquith, Bergman, Fleming, Forbes, Frydman, Holmstrom, Jarchow, Kothari, LaFond, Lo, Manso, Myers, Parsons, Roberts, Ross, Roychowdhury, Schoar, Verdi
Corporate governance: Aulet, Bergman, Fleming, Frydman, Hadzima, Henderson, Holmstrom, Johnson, LaFond, Loessberg, Pounds, Rockart, Roychowdhury, Scott Morton, Sletten, Verdi, White, Wysocki

Corporate social responsibility: Baccaro, Hartman, Locke

Corporate strategy and policy: Adam, Azoulay, Brynjolfsson, Davies, Forrester, Gibbons, Gill, Hax, Henderson, Holmstrom, Lessard, Lo, Mokady, Parsons, Pounds, Roychowdhury, Schmalensee, Scott Morton, Stuart, Weil, Weill, Welsch

Cross-cultural awareness: Bentley, Breslow, Davies, Hafrey, Hartman, Loessberg

Cultural differences: Breslow, Davies, Hafrey, Hartman, Perez-Breva, M. Siegel

Currency: Forbes, Rigobon, Wang

Currency management: Kritzman

Customer relationships and CRM: Bitran, Forrester, Madnick, Schmittlein, Urban, Weil

Customer satisfaction: Aulet, Bitran, Forrester, Hauser, Urban

Customer service: Aulet, Urban, Weil

Data acquisition: Freund, Lo, Madnick, Welsch

Data mining: Bertsimas, Freund, Lo, Orlin, Perez-Breva, Welsch

Database and information integration technologies: Madnick

Database marketing: Berndt, Little, Madnick, Schmittlein, Urban

Decision making (decision support): Bitran, Farias, Frederick, Freund, Gamarnik, Hauser, Little, Lo, Orlin, Perez-Breva, Schulz, Stuart, Vera

Defense, military: Madnick, Thurow

Deflation: Forbes, Forrester, Lo, Rigobon, Thurow

Derivatives: Kogan, Parsons, Wang

Developing countries (economics): Forbes, Huang, Lessard, Rigobon, Suri

Digitalization: Brynjolfsson, Davies, Weil, Zolot

Disaster recovery: Gamarnik, Slaughter

Disclosure: Grubb, LaFond, Roychowdhury, Sletten, Verdi, Wysocki

Discrimination: Rowe

Dispute resolution: Curhan, Rowe

Disrupted work: Kochan

Distributed collaboration: Mortensen, Orlikowski

Diversification (corporate): Adam, LaFond

Diversity (also see managing diversity): Castilla, Fernandez, Hafrey, Hartman, Kelly, Lewin Loyd, Zuckerman

Dividend policy: Adam, Asquith, Parsons

Dot-com: Brynjolfsson, Urban, Zolot

Dot-com bubble bust: Brynjolfsson, Weil

Downsizing: Schein

Drought: Slaughter

Drug and biological regulatory strategies: Afeyan, Zarur

Drug models: Murray, Zarur

Earnings management: Roychowdhury, Sletten, Verdi

Earnings manipulations: Roychowdhury, Sletten, Verdi

Earnings quality: LaFond, Verdi

E-business (also see e-commerce): Ariely, Brynjolfsson, Lo, Madnick, Malone, M. Siegel, Urban, Weil, Weill, Zolot
E-commerce: Ariely, Bertsimas, Bitran, Brynjolfsson, Davies, Gallien, Little, Lo, Madnick, Malone, Mokady, Perakis, Thurow, Tucker, Urban, Weil, Weill, Zhang, Zolot

Econometrics (also see financial econometrics): Berndt, Doyle, Joslin, Lo, Stoker, Suri, Welsch, Yin

Economic crisis: Forbes, Johnson, Lo

Economic history: Fleming, Frydman

Economics (also see applied economics, industrial economics, international economics): Berndt, Brynjolfsson, Fleming, Forbes, Grubb, Lo, Pan, Rigobon, Ross, Schmalensee

Economics of organizations: Azoulay, Brynjolfsson, Fleming, Henderson, Holmstrom, Schoar, Wernerfelt

Economy (current conditions): Brynjolfsson, Forbes, Lo, Rigobon, Schmalensee

Electronic barcode: Davies, Madnick

Electronic commerce (also see e-commerce): Ariely, Bertsimas, Bitran, Brynjolfsson, Davies, Gallien, Little, Lo, Madnick, Malone, Mokady, Perakis, Thurow, Tucker, Urban, Weil, Weill, Zhang, Zolot

Elevator pitch: Aulet, Davies, Gill, Morse

E-mail: Brynjolfsson, Hartman, Malone, Mokady, Orlikowski, Yates, Zolot

Emerging businesses (also see entrepreneurship): Afeyan, Aulet, Fleming, Gill, Hadzima, Mokady, Morse, Murray, Preston, Roberts, Slaughter, Weil, Zarur, Zolot

Emerging markets: Berndt, Forbes, Huang, Loessberg, Morse, Obukhova, Rigobon, Weil

Employee motivation: Aulet, Azoulay, Castilla, Holmstrom, Klein, Schein, Wilbur

Employment relations (also see human resource management, labor relations): Azoulay, Baccaro, Castilla, Hafrey, Kochan

Engineering management (also see management of engineers and scientists): Gill, Henderson, Klein, Roberts

Enterprise information systems: Brynjolfsson, Madnick, Malone, Rockart, Weil, Yin, Zolot

Entertainment (business of): Zuckerman

Entrepreneurial finance: Afeyan, Aulet, Fleming, Hadzima, Holmstrom, Jarchow, Lo, Loessberg, Morse, Roberts, Schoar

Entrepreneurial management: Afeyan, Aulet, Burton, Davies, Davis, Fleming, Gill, Hadzima, Jarchow, Lo, Mokady, Morse, Murray, Roberts, Scott Morton, Weil, Zarur


Equities: Wang

Ethanol: Jacoby, Weil

Ethics (also see business ethics): Hafrey, Hartman, Scharmer, Wolk

Exchange rates: Forbes, Holmstrom

Executive compensation: Brynjolfsson, Frydman, Hadzima, Kothari, Sletten

Executive pay: Frydman, Hadzima, Holmstrom, Kothari

Experimental design: Davies, Welsch

Extranets: Brynjolfsson, Malone

Euro: Fleming
Facility location: Levi, Rosenfield, Vera
Family business: Holmstrom, Pounds, Wolk
Family issues: Bailyn, Castilla, Hafrey
File sharing: Brynjolfsson
Finance: Cox, Fleming, Holmstrom, Kogan, Kothari, LaFond, Lo, Myers, Pan, Parsons, Ross
Financial accounting: Verdi
Financial econometrics: Joslin, Lo, Welsch
Financial engineering: Adam, Bertsimas, Chen, Cox, Farias, Fleming, Joslin, Kogan, Kritzman, Lo, Parsons, Welsch
Financial information technology: Lo, Madnick, M. Siegel
Financial markets (asset management and pricing, derivatives, risks, stock options): Cox, Forbes, Holmstrom, Kogan, Kritzman, LaFond, Lo, Parsons, Pindyck, Ross, Schoar, Welsch
Financial reporting: LaFond, Fleming, Roychowdhury, Sletten, Verdi
Financial statement analysis: LaFond, Lo, Roychowdhury, Sletten, Verdi, Wysocki
Flextime: Kellogg, Mortensen
Foreign investment: Fleming
Future of work: Ariely, Azoulay, Brynjolfsson, Castilla, Davies, Fleming, Hafrey, Kochan, Lakhani, Malone, Mortensen, Scott Morton
Futures: Wang
Game theory: Forrester, Holmstrom, Perez-Breva, Schulz
Gender issues (workplace): Bailyn, Castilla, Hafrey, Hartman, Kellogg, Murray, Rowe, Wilbur
Global business processes: Eppinger
Global climate change: Ellerman, Jacoby, Schmalensee, Zarur
Global economics: Berndt, Forbes, Huang
Global entrepreneurship: Aulet, Davies, Gill, Huang, Jarchow, Locke, Loessberg, Morse, Obukhova, Wolk
Global sales strategies: Gill, Morse
Global strategy and organization: Lessard
Global warming: Ellerman, Henderson, Jacoby, Schmalensee, Zarur
Green industries: Henderson, Locke
Groupware: Ariely, Davies, Malone, Orlikowski, Perez-Breva, Zolot
Harassment: Rowe
Health-care operations management: Gamarnik, Murray
Health management (also see workplace health): Berndt, Fleming, Rockart
Hedge funds: Fleming, Lo
Hiring: Castilla, Fernandez, Hartman, Kochan, Wilbur, Wolk
HIV, multi-drug therapy models: Fleming
Human resource management (also see labor relations): Azoulay, Baccaro, Behmer, Burton, Castilla, Gibbons, Klein, Kochan, Locke, Mortensen, Murray, Osterman, Rowe, Schoar, Thurow, White
Human rights: Hafrey
Hurdle rates: Asquith, Parsons
Import quotas: Forbes
Incentives (corporate): Ariely, Aulet, Azoulay, Brynjolfsson, Van den Steen
Incentives (customer): Ariely, Azoulay
Industrial economics: Azoulay, Berndt, Brynjolfsson, Fleming, Henderson, McAdams, Schein, Schmalensee, Thurow, Tucker, Weil, Yin
Industrial organization: Berndt, Grubb, Henderson, Joskow, Pindyck, Schmalensee, Yin
Industrial relations (also see human resource management, labor relations): Castilla, Kochan, McKersie
Industry evolution: Yin
Inflation: Chen, Forbes, Lo, Thurow
Information systems (also see enterprise information systems): Brynjolfsson, Gill, Madnick, Malone, Rockart, M. Siegel, Weill, Yates, Zolot
Information technology (artificial intelligence): Lo, Madnick, Malone
Information technology (for management): Brynjolfsson, Gibson, Madnick, Malone, Rockart, M. Siegel, Urban, Weill, Zolot
Information technology (history of): Scott Morton, Yates
Information technology (impact of): Brynjolfsson, Forrester, Gibson, Malone, Mortensen, Orlikowski, Scott Morton, M. Siegel, Yates, Zolot
Information technology (social aspects): Brynjolfsson, Malone, Mortensen, Orlikowski, M. Siegel, Yates, Zolot
Infrastructures: Slaughter
Infrastructures (sustainable): Slaughter
Innovation (also see technological innovation): Afeyan, Aulet, Cusumano, Davies, Davis, Gill, Hadzima, Henderson, Jarchow, Malone, Manso, Mokady, Morse, Perez-Breva, Preston, Roberts, Scharmer, Slaughter, Weil, Yates, Zarur, Zolot
Institutional partnerships: Gill, Lessard
Intellectual property: Azoulay, Hadzima, Lo, Madnick, Meldman, Murray
Intellectual property law: Aulet, Azoulay, Hadzima, Lo
Intellectual property strategy: Hadzima
Interest rates: Chen, Forbes, Lo, Rigobon, Thurow
International (also see geographic index): Forbes, Huang, Rigobon
International communication: Breslow, Brynjolfsson, Hafrey, Hartman, Mokady, Kelly, Pittore
International corporate strategy: Davies, Holmstrom, Lessard, Weil
International economics: Forbes, Huang, Rigobon
International entrepreneurship: Aulet, Huang, Jarchow, Locke, Loessberg, Morse, Weil
International finance: Forbes, Huang, LaFond, Lessard, Lo
International management: Hartman, Hax, Huang, Lessard, Locke, Obukhova, Scharmer, Weil
International trade: Forbes, Huang, Rigobon
Internet governance: Zolot
Internet privacy issues: Urban
Internet security (also see security of technology): Madnick
Internet software/applications (also see e-commerce): Berndt, Cusumano, Davies, Madnick, Malone, Mokady, Zolot
Marketing channels: Schmittlein, Simester
Marketing, international: Schmittlein, Urban
Marketing strategy: Aulet, Forrester, Schmittlein, Simester, Tucker, Urban, Weil, Zhang
Mathematical programming: Bitran, Farias, Freund, Levi, Lo, Orlin, Perakis, Perez-Breva, Schulz, Vera
Medical decision making (with technological advances): Berndt, Fleming, Gill, Malone, Murray
Mergers and acquisitions: Adam, Aulet, Fleming, Gill, Holmstrom, Jarchow, LaFond, Stuart
Microeconomics: Berndt, Brynjolfsson, Fleming, Gibson, Grubb, Holmstrom, McAdams, Pindyck, Rosenfield, Schmalensee, Thurow, Van den Steen, Weil, Yin
Military (also see defense): Madnick, Thurow
Mobile computing: Davies, Gill, Mokady, M. Siegel, Yates
Monetary economics: Forbes, Rigobon
Monetary policy: Forbes, Holmstrom, Thurow
Motivation: Castilla, Hartman, Henderson
Mutual funds: Lo, Wang
National Security: Gibson, Madnick, Roberts, Thurow
Negotiation and conflict resolution: Curhan, Hartman, Kelly, Kochan, Mortensen, Pittore, Rowe, A. Siegel
Networking (business, organizational, personal): Castilla, Malone, Schein, Wilbur
Networking, technical: Gill
New stock markets: Johnson, Loessberg
New ventures (also see entrepreneurship/new ventures): Afeyan, Aulet, Davies, Fleming, Gill, Hadzima, Lo, Mokady, Morse, Preston, Roberts, Slaughter, Urban, Weil, Zarur
NGOs: Baccaro, Locke
Nonlinear dynamics: Forrester, Schmalensee
Nonmarket strategy: Azoilay, Schmalensee
Offshoring (also see outsourcing): Fine, Rosenfield, Thurow
Online feedback mechanisms: Brynjolfsson, Urban
Online media: Brynjolfsson, Mokady, Urban, Weil
Open source software: Davies, Lakhani, Malone, von Hippel, Zolot
Optimal control: LaFond, Levi, Lo, Schulz
Optimization: Aulet, Bertsimas, Freund, Levi, Lo, Magnanti, Orlin, Perakis, Schulz, Simester
Options: Wang
Options pricing, valuation: Joslin
Organizational behavior: Carroll, Castilla, Curhan, Hartman, Lewin Loyd, Mortensen, Obukhova, Roychowdhury, Schein, Sterman, Wheat
Organizational change: Ancona, Brynjolfsson, Carroll, Gibson, Gill, Hartman, Henderson, Holmstrom, Kellogg, Klein, McKersie, Orlikowski, Osterman, Scharmer, Schein, Senge, Sterman, Yates

Organizational communication: Aulet, Brynjolfsson, Hafrey, Hartman, Holmstrom, Kelly, Malone, Mortensen, Orlikowski, Pittore, Yates

Organizational culture: Carroll, Castilla, Hartman, Kellogg, Klein, Schein, Sørensen

Organizational design and performance: Brynjolfsson, Burton, Gibbons, Henderson, Holmstrom, Klein, Sørensen

Organizational learning: Carroll, Hafrey, Obukhova, Scharmer, Schein, Senge, Sterman, Zuckerman

Organizational psychology: Carroll, Curhan, Hafrey, Schein

Outsourcing (also see offshoring): Fine, Rosenfield, Thurow

Participatory governance: Baccaro

Patent System: Azoulay

Patents: Afeyan, Davies, Fleming, Gill, Hadzima, Lo, Murray, Preston, M. Siegel

Pension funds: Kritzman

Personal finance: M. Siegel, Weil

Political economy: Fleming, Forbes, Huang, Locke, Schmalensee

Portfolio choice: Chen, Kritzman, Lo, Wang

Portfolio design and management: Cox, Kritzman, Lo

Positioning: Aulet, Forrester, Freund, Hauser, Urban

Pricing: Ariely, Aulet, Berndt, Bitran, Brynjolfsson, Gill, Grubb, Perakis, Schmalensee, Schmittlein, Simester, Tucker, Weil

Privacy (also see computer privacy): Zolot

Private equity: Afeyan, Hadzima, Jarchow, Schoar

Probability (applied): Berndt

Process consultation: Bitran, Schein

Process control: Bitran, Welsch

Process modeling (also see business process modeling): Sterman, Weil

Product development and design: Eppinger, Forrester, Freund, Gill, Hauser, Henderson, Roberts, Schmittlein, Tucker, Urban, Utterback, von Hippel

Product loyalty: Forrester, Hauser, Schmittlein, Urban

Production: Bitran, Levi, Rosenfield

Productivity: Berndt, Bitran, Brynjolfsson

Project management: Bitran, Eppinger, Lessard, Schulz

Psychometrics: Frederick

Public policy (employment relations): Bailyn, Kochan, Locke

Quality (also see total quality management): Bitran, Rosenfield, Welsch

Race relations: Rowe

Recruitment: Castilla

Regulation and policy (competition): Azoulay, Schmalensee

Regulation and policy (telecommunications): Davies, Madnick

Regulatory policy: Berndt, Joskow, Kochan

Research (academic): Ariely, Breslow, Forrester, Freund, Gill, Kelly, Kogan, LaFond, Lo, Madnick, Murray, Perez-Breva, Schmalensee, Slaughter, Vera

Retirement planning: Weil
Revenue management: Bertsimas, Freund, Perakis, Verdi
Revenue management optimization: Levi
Risk (investments): Kochan, Kogan, Parsons, M. Siegel, Welsch
Risk management: Adam, Kritzman, Lessard, Lo, Madnick, Parsons, Weil, Welsch
Safety: Carroll
Sales and sales processes: Gill, Morse, Wernerfelt
Sales automation: Morse
Sales force automation: Morse, Urban
Sales support systems and databases: Morse
Sampling: Gamarnik, Levi, Lo, Schmittlein, Urban, Welsch
Sarbanes-Oxley compliance: Aulet, Fleming, Hadzima, Holmstrom, Kothari, LaFond, Rockart
Savings rates: Forbes, Thurow
Scientific models: Perez-Breva
Search engines: Brynjolfsson
Security of technology: Zolot
Security prices: LaFond, Kogan
Short sales: Asquith
Signaling: Simester, Yin
Simulation: Davies, Davis, Forrester, Goncalves, Lo, Slaughter, Sterman, Urban, Weil
Social entrepreneurship: Wolk
Social networks: Aulet, Azoulay, Brynjolfsson, Castilla, Fernandez, Lakhani, Loessberg, Obukhova, Suri, Zuckerman
Social psychology: Curhan
Socially responsible business: Hafrey, Hartman, Henderson, Locke, Scharmer, Sterman, Suri, Wolk
Sociology (occupational): Castilla, Van Maanen
Software: Aulet, Davies, Hadzima, Mokady, Tucker
Software agents: Malone, Lo, Urban, Zolot
Software development: Cusumano
Startup (also see entrepreneurship or e-commerce): Afeyan, Anderson, Aulet, Burton, Davies, Fleming, Gill, Hadzima, Lo, Mokady, Morse, Murray, Obukhova, Preston, Roberts, Slaughter, Urban, Weil, Zarur, Zolot
Stock exchange: Lo, Schmalensee, Yin
Stock market: Kogan, LaFond, Lo
Stock options: Bergman, Hadzima, Holmstrom
Stock trading: LaFond, Wang
Strategic management: Aulet, Brynjolfsson, Davies, Davis, Henderson, Lessard, Murray, Scott Morton, Sørensen, Weil, Weill, Wolk, Zarur
Strategy (also see corporate strategy): Aulet, Cusumano, Gibbons, Henderson, Mokady, Sterman, Van den Steen, Weil, Weill, Wernerfelt, Yin

Survey design: Frederick, Hauser

Sustainability: Aulet, Henderson, Johnson, Lessard, Locke, Repenning, Sastry, Shames, Slaughter, Sterman, Wolk

System dynamics: Aulet, Forrester, Goncalves, Hines, Lo, Madnick, Repenning, Sterman, Weil

Tax policy: Forbes, Schmalensee

Teams: Ancona, Carroll, Davies, Hartman, Kelly, Klein, Mortensen, Schein, Yates, Zuckerman

Technological innovation: Afeyan, Aulet, d’Arbeloff, Davies, Davis, Fleming, Gill, Hadzima, Henderson, Lakhani, Mokady, Morse, Murray, Obukhova, Preston, Roberts, Scharmer, M. Siegel, Utterback, Weil, Yates, Zolot

Technology: Brynjolfsson, Davies, Gill, Roberts, Weil, Yin, Zolot

Technology strategy: Azoulay, Davies, Gill, Henderson, Murray, Preston, Roberts, Weil, Yin, Zarur, Zolot

Technology transfer: Davies, Gill, Hadzima, Morse, Murray, Perez-Breva, Preston, Roberts, Zolot

Telecommuting: Brynjolfsson, Holmstrom, Malone, Mortensen

Terrorism: Madnick

Total quality management: Bitran, Madnick, Rosenfield, Shiba, Sterman

Trade policy: Forbes, Rigobon, Thurow

Training programs: Castilla

Transportation: Orlin, Perakis, Rosenfield

Treasuries: Joslin

Tri-sector collaboration (business, civic sector, government): Kochan, Scharmer

Trust-based marketing: Forrester, Hauser, Urban, Weil

Turnaround management: Kurzina

Turnover: Castilla, Fernandez

Turnover, managerial: Sørensen

Unemployment: Castilla, Forbes, Kochan, Thurow, Wolk

Urban poverty: Doyle, Wolk

Valuation: Fleming, Kogan, LaFond, Murray, Parsons

Values in the professions (also see business ethics): Hafrey, Wolk

Vehicle routing: Orlin, Rosenfield, Schulz

Venture capital: Afeyan, Anderson, Aulet, Davies, Fleming, Gill, Hadzima, Jarchow, Johnson, Lo, Loessberg, Mokady, Morse, Preston, Roberts, Schoar, Zarur, Zolot

Virtual customer: Forrester, Hauser, Urban

Virtual teams and organizations: Klein, Lakhani, Mortensen, Yates

Voice-over-internet protocol: Mokady

Water: Slaughter

Web (also see e-commerce, information technology): Davies, Madnick, Malone, Mokady, Urban, Zolot

Web-based marketing (also see e-commerce): Ariely, Forrester, Hauser, Schmittlein, Tucker, Urban

Wi-Fi: Gill, Mokady, Weil

Wikipedia: Brynjolfsson, Davies, Malone
**Wireless communication:** Davies, Gill, Holmstrom, Mokady, Weil, Yates, Yin

**Women in business:** Gill, Kellogg, Wilbur

**Work/family issues:** Bailyn, Hafrey, Kochan, Murray

**Work/life balance:** Bailyn, Hafrey, Kellogg, Kochan

**Worker/management relations:** Kochan

**Working virtually:** Klein, Malone, Mortensen, Yates

**Workplace health:** Berndt

**Writing and presentation skills:** Breslow, Gill, Hafrey, Hartman, Kelly, Pittore, Yates
David Schmittlein was appointed John C Head III Dean in August 2007. His research assesses marketing processes and develops methods for improving marketing decisions. Schmittlein is known for his work estimating the impact of a firm’s marketing actions, designing market and survey research, and creating effective communication, promotion, and interactive marketing strategies.

Prior to his appointment at MIT Sloan, he was the Ira A. Lipman Professor and Professor of Marketing at the Wharton School of the University of Pennsylvania. He served as Interim Dean for the Wharton School during July 2007, and as the School’s Deputy Dean from 2000–2007. He served as chair of the editorial board for Wharton School Publishing. He also was the founding director of Wharton’s interdepartmental MBA major titled Managing Electronic Commerce.

Schmittlein serves on the International Advisory Board for Groupe HEC, the leading French business school; the Academic Advisory Board for the China Europe International Business School (CEIBS) in Shanghai; and the Advisory Board of the Tsinghua School of Economics and Management. He has been a visiting professor in the Faculty of Economics at Tokyo University and a Distinguished Scholar in Residence at Washington University’s John M. Olin School of Business. He is a member of the American Marketing Association, the American Statistical Association, and the Institute for Operations Research and Management Sciences (INFORMS).

Donna Behmer’s area of responsibility as Senior Associate Dean, Finance & Administration includes financial planning and control, strategic planning, human resource management, information technology, and administration.
**S.P. Kothari**
Deputy Dean  
Gordon Y Billard Professor in Management  
Birla Institute of Technology and Science, Pilani, India, BE ‘79, Chemical Engineering; Indian Institute of Management, Ahmedabad, India, MBA ’82, Accounting and Finance; University of Iowa, PhD ‘86, Accounting

S.P. Kothari has broad-ranging interests and expertise in accounting and finance. His research focuses on financial reporting and capital markets, explaining the diversity in international accounting practices, use of employee stock options for compensating executives and accounting for stock options, evaluating investment performances, and corporate uses of derivatives for hedging and speculation. In addition, Kothari is an expert on economic policy issues in India. Kothari served on the Board of Directors of Vicarious Visions from 1996–2005, and is a senior consultant at Charles River Associates.


**Steven D. Eppinger**
Deputy Dean  
General Motors Leaders for Manufacturing Professor of Management Science and Engineering Systems  
MIT, SB ’83, SM ’84, ScD ’88, Mechanical Engineering

Steven Eppinger is an expert in product development and project management. His research deals with how to understand and improve complex development processes, such as those involving automobiles, airplanes, and computer systems. He is also an expert source in the study of how to organize globally distributed development teams comprised of hundreds of people. He examines design methods and practices ranging from simple products to complex systems. Eppinger is coauthor of *Product Design and Development* (McGraw-Hill, 1995, 2000, 2004, 2008), the world’s most widely used textbook on modern methods for product development.
Alan F. White  
Senior Associate Dean  
Miami University, AB ‘65, Political Science;  
MIT, SM ’71, Management

Alan White’s expertise in international activities and human resource management and marketing provide solid grounding in overseeing the directors of all MIT Sloan programs, as well as the offices and services that support them. White is also responsible for MIT Sloan’s international activities including directing activities in China. In addition to his MIT Sloan commitments, he has served on the boards of several prestigious organizations and is active in matters related to corporate governance.

JoAnne Yates  
Deputy Dean  
Sloan Distinguished Professor of Management  
Texas Christian University, BA ’74, University of North Carolina, MA ’75, PhD ’80

JoAnne Yates examines communication and information as they shape and are shaped by technologies and policies over time. Her research encompasses both historical and contemporary organizations with a focus on changing communication and information technologies and related work practices. Her most recent historical book, *Structuring the Information Age: Life Insurance and Technology in the Twentieth Century*, provides insight into the largely unexplored evolution of information processing in the commercial sector and the underrated influence of corporate users in shaping the history of modern technology. It focuses on the life insurance industry’s adoption and use of pre-computer information technology and how that influenced its adoption and use of early computers. She is currently collaborating on a history of industrial standardization over the last century. In her work on contemporary organizations, she collaborates with Wanda Orlikowski of the MIT Sloan’s Information Technology group along with various students and researchers to study how specific groups and organizations use communication and information technologies, and how that use shapes their work, communication, and temporal practices. Specific studies have looked at the use of technologies such as electronic mail, instant messaging, Blackberry use, and corporate blogging.
Noubar B. Afeyan, managing partner and CEO of Flagship Ventures, is a technologist, entrepreneur, and venture capitalist who has founded and helped build 15 successful life science and technology startups during the past two decades. A senior lecturer at MIT Sloan School of Management as well as the Biological Engineering Division, Afeyan has authored numerous scientific publications and patents. He earned his PhD in Biochemical Engineering from MIT in 1987.

In 1999, Afeyan founded Flagship Ventures, an early stage venture capital and entrepreneurship firm. Prior to that, he participated in creating and launching six highly successful new ventures. He was the founder, chairman, and CEO of PerSeptive Biosystems (NASDAQ: PBIO), a leader in the bio-instrumentation field. He also served as chairman of the board of ChemGenics Pharmaceuticals, a pioneer in genomics-based drug discovery that was a spin-off company of PerSeptive. After PerSeptive’s acquisition by Applera Corporation (NYSE: ABI), he was senior vice president and chief business officer of Applera, where he initiated and oversaw the creation of their tracking stock subsidiary, Celera Genomics (NYSE: CRA). He has also been a founding team member, investor, and active board member/adviser of Antigenics (NASDAQ: AGEN), Color Kinetics (NASDAQ: CLRK), and EXACT Sciences (NASDAQ: EXAS).

Afeyan is a founding team member and director in the following Flagship portfolio companies: Adnexus Therapeutics, Affinnova, BG Medicine, Codon Devices, Ensemble Discovery, Genstruct, Helicos BioSciences (NASDAQ: HLC), Joule Biotechnologies, and LS9. He is also an advisor to Flagship portfolio companies BIND Biosciences, Epitome Biosystems, Mascoma, and T2 Biosystems. In addition, he is a member of the Boston University Board of Overseers and a member of several advisory boards including the Whitehead Institute at MIT, the Harvard-MIT Division of Health Sciences and Technology (HST), the Board of Governors of Boston University Medical School, and the International Advisory Board for Skolkovo School of Management in Russia. He is a founder/board member of Armenia 2020, an international economic development project focusing on the former Soviet Republic of Armenia.
John Akula
Senior Lecturer
Columbia College, BA ’66; Harvard University, PhD ’73, Sociology; Harvard University, JD ’77

John Akula returned in 1991 to academia after practicing law for 15 years, most recently as a partner at Goodwin Procter in Boston. He has primary responsibility for the business law curriculum at MIT Sloan, and also teaches in the MIT/Harvard Health Sciences and Technology program. His teaching focuses on general business law, law and ethical standards for companies and managers, and the legal framework of health care services and products.

Seth Alexander
Senior Lecturer, Economics, Finance & Accounting
Yale, BS ’95, Biology

Seth Alexander is president of the MIT Investment Management Company (MITIMCo), a division of the Massachusetts Institute of Technology. MITIMCo manages the Endowment, Retirement Plan, Retiree Welfare Benefit Plan, and other financial assets of MIT. As of June 30, 2007, MITIMCo’s assets under management totaled approximately $14 billion. Alexander is a member of the TIFF Advisory Services Board.

Prior to joining MIT Sloan, Alexander was a director at the Yale Investments Office. He was also a Management Fellow at the Yale School of Management, co-teaching a class on endowment management. Alexander coauthored a paper entitled “Illiquid Alternative Asset Fund Modeling” that appeared in The Journal of Portfolio Management in 2002. Alexander is a CFA charter holder.
Specializing in organizational psychology and management, Thomas Allen explores the relationship between organizational structure and behavior, the role of technological gatekeepers in technology transfer, and how a building’s layout influences communication. Allen is also a source for stories on international technology transfer, reward systems for technical professionals, and how organizational structure affects project performance. The principal focus of his long-term research is project management in the pharmaceutical and aerospace industries. He is codirector of the Program on the Pharmaceutical Industry.

Deborah Ancona is director of the MIT Leadership Center. She has served as a consultant on leadership and innovation to premier companies such as AT&T, BP, CVRD, Merrill Lynch, and NewsCorp.

Ancona’s pioneering research into how successful teams operate has highlighted the critical importance of managing outside the team’s boundary as well as inside it. This research has led directly to the concept of X-Teams as a vehicle for driving innovation within large organizations. Her book, *X-Teams: How to Build Teams that Lead, Innovate, and Succeed* was published by Harvard Business School Press in June 2007.

Ancona’s work has also focused on the concept of distributed leadership and the development of research-based tools, practices, and teaching/coaching models that enable organizations to foster creative leadership at every level. This work was highlighted in a recent article in the *Harvard Business Review*, “In Praise of the Incomplete Leader,” February 2007.

Howard M. Anderson
Bill Porter (1967) Professor of Entrepreneurship
University of Pennsylvania, BA ’66; Harvard University, MBA ’68

Howard Anderson is the founder of The Yankee Group and cofounder of Battery Venture Capital. At MIT, he teaches New Enterprises, Companies at the Crossroads, Managing in Adversity, and High Technology Sales and Sales Management.

He sits on several high technology boards in the communications, computing, and advanced materials industries. He recently was voted one of the top 25 people in the communications industry by Network World. His commentary can often be read in such publications as The Wall Street Journal, Forbes, and Technology Investor.

Dan Ariely
Alfred P. Sloan Professor of Management
University of Tel Aviv, BA ’91, Psychology; University of North Carolina, MA ’94, Cognitive Psychology; University of North Carolina, PhD ’96, Cognitive Psychology; Duke University, PhD ’98, Marketing

Most of Dan Ariely’s research focuses on the determinants of individual preferences and their outcomes, with an emphasis on questions concerning context and environmental effects, time dynamics, intertemporal choice, learning, and the psychology of money. In the MIT Media Lab, Dan attempts to use these insights to build technological tools to overcome what he perceives as some of these built-in human “shortcomings.”

Paul Asquith
Gordon Y Billard Professor of Finance
Michigan State University, BA ’70, Economics; University of Chicago, AM ’72, PhD ’80, Economics

As a specialist in corporate finance, Paul Asquith is a media source for the field of corporate finance and control, including mergers, dividend policy, financial distress, and market efficiency. An empiricist, he investigates applied problems using real-world data. Most recently, he has been examining analysts’ forecasts and market efficiency. Asquith has been awarded the Teaching Excellence Award 13 times by MIT Sloan program students.
Bill Aulet has over 25 years of experience in nearly every aspect of technology business operations and financing. He started his career as an executive at IBM and then ran two private companies, Cambridge Decision Dynamics and SensAble Technologies.

After playing professional basketball in Europe, Aulet began his business career in 1981 in the IBM training program where he held various management positions in marketing, sales, and finance, culminating with the position of CFO for the company’s $700 million New England region. In 1993, he co-founded Cambridge Decision Dynamics and served as president. In 1996, he joined SensAble Technologies, which developed a worldwide presence with sales in over 25 countries and won over 20 awards for product and business excellence. In 2003, he joined Viisage Technologies where he helped the company’s market capitalization increase to over $500 million. Today Aulet works with students and startup companies to build strategies and operating plans that will create sustainable value as well as large companies and governments to improve their entrepreneurial vitality and innovative capabilities.

Pierre Azoulay investigates how organizational design and social networks influence the productivity of R&D in the health care sector. Currently, he is studying the impact of superstar researchers on the research productivity of their colleagues in the academic life sciences. He is also interested in the topic of academic entrepreneurship, having recently concluded a major study of the antecedents and consequences of academic patenting. In the past, he has researched the outsourcing strategies of pharmaceutical firms with a focus on the role played by contract research organizations (CROs) in the clinical trials process. He teaches courses on strategy and technology strategy. Azoulay is also a faculty research fellow at the National Bureau of Economic Research.
Lucio Baccaro
Maurice F. Strong Career Development Professor
University of Rome, Laurea ‘89, Philosophy;
University of Pavia, PhD ‘97, Labour Law and
Industrial Relations; MIT, PhD ‘99, Management
and Political Science

P. Lucio Baccaro is an assistant professor in the Institute for Work and Employment Research (IWER) at MIT Sloan. His research focuses on how internal decision-making processes within associations affect collective choices. He also looks at deliberation as a coordination mechanism on participatory governance institutions, and on the transformation of neo-corporatist systems. He has conducted field research in Italy, Ireland, South Africa, and South Korea. His current research interest is to understand the determinants of multinational companies’ responses to civil society activism. Previously, he spent several years at the International Labour Organization in Geneva. Baccaro co-wrote two papers, “Social Pacts as ‘Coalitions of Weak and Moderate,’” for the European Journal of Industrial Relations, and “Centralized Wage Bargaining and the ‘Celtic Tiger’ Phenomenon,” for Industrial Relations, which are slated for publication this year. He has also published research on the theory of corporatism, and centralized collective bargaining and the problem of compliance.

Lotte Bailyn
Professor of Management, Behavioral and Policy Sciences
Swarthmore College, BA ’51, Mathematics; Harvard/Radcliffe, MA ’53, PhD ’56, Social Psychology

Lotte Bailyn studies the relationship between managerial practice and employees’ lives. Her work centers on technical and managerial professionals, and has dealt with such workplace innovations as telecommuting, flexible scheduling, family benefits, and work redesign. In her new, fully revised book, Breaking the Mold: Redesigning Work for Productive and Satisfying Lives (Cornell, 2006), Bailyn argues that industries will fail in an intensely competitive world unless they take into account the changing nature of the professional workforce including the influx of women and the consequent lifestyle changes for both sexes. Earlier, in Beyond Work-Family Balance: Advancing Gender Equity and Workplace Performance (Jossey-Bass, 2002), of which she is a coauthor, she and her colleagues contend that work and personal life are complementary, even synergistic, rather than adversarial. They show that by challenging the assumptions in which current work practices are embedded, the goals of both business productivity and employees’ family and community concerns can be met in ways that are equitable for men and women.
Arnold Barnett’s research specialty is applied mathematical modeling with a focus on problems of health and safety. His early work on homicide was presented to President Gerald Ford at the White House, and his analysis of U.S. casualties in Vietnam was the subject of a column by William F. Buckley. He has received the President’s Award and the Expository Writing Award from INFORMS in 1996 and in 2001 and is a fellow of INFORMS. Barnett has been called “the nation’s leading expert” on aviation safety, and in 2002 received the President’s Citation from the Flight Safety Foundation for “truly outstanding contributions on behalf of safety.” He has written op-ed pieces for The New York Times, The Wall Street Journal, Boston Globe, and USA Today. He has been honored by students at MIT Sloan for outstanding teaching on ten occasions.

Donna Behmer’s area of responsibility as Senior Associate Dean, Finance & Administration includes financial planning and control, strategic planning, human resource management, information technology, and administration.
Pat Bentley is a business executive with over 25 years’ experience in consulting and sales. As vice president of Sapient Corporation, a technology consulting company, Bentley spent 10 years as part of the leadership team that grew the firm from a startup to over 3,000 people and $500 million in annual revenues. She was responsible for clients in financial services and utilities as well as managing teams in Paris, London, and Frankfurt, and served as managing director of the Australian region. In addition, she was a member of the core team that developed and led a leadership training program that was rolled out to more than 1,000 Sapient employees worldwide.

Peter Bell is a venture partner at Highland Capital Partners, where he focuses on technology investments across all stages of company growth. As an industry veteran, Bell has worked with and invested in companies in the information security, e-commerce, data center infrastructure, enterprise software, and communications industries. He represents Highland on the board of ExaGrid Systems. Before joining Highland, Peter was managing director and founder of Stowe Capital, LLC, which specialized in providing capital and management expertise to emerging growth companies. Prior to establishing Stowe Capital in 2002, Mr. Bell was the cofounder, chairman, and CEO of StorageNetworks, an information storage software and services company.

Bell currently serves on the board of directors of Healthbase, PeerApp, Prospectiv, and WeiTai Technology Ltd., a Chinese storage company. He is also on the board of advisers of Personeta.
Nittai Bergman

Class of 1957 Career Development Professor
Hebrew University, BSc ’97, Mathematics; Harvard University, PhD ’03, Economics

Nittai Bergman has been teaching MBA Corporate Finance since joining MIT Sloan’s faculty in 2003. Bergman’s research interests are in the fields of corporate governance, financial contracting, and behavioral corporate finance. Currently, he is studying the determinants of corporate financial contract renegotiation and the real effects of investor protection on investment and technology adoption decisions.

Ernst R. Berndt

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Ernst Berndt is an expert on the changing dynamics of the health care industries. His research has examined how innovations have affected the costs of treating selected diseases over time, how industry funding of the FDA has affected review times and safety withdrawal rates, and factors affecting the globalization of clinical trials into emerging economies. In other research, Berndt has assessed how illness and its treatment affect individuals’ ability to function at work. More generally, Berndt’s research deals with assessing the sources of productivity growth and how productivity is measured. Berndt has also implemented methods for adjusting prices for changes in quality in the pharmaceutical, health-care, personal computer hardware, and the prepackaged software and personal digital assistant industries. He has also published research on the impact of direct-to-consumer marketing of prescription pharmaceuticals on drug utilization.

Dimitris J. Bertsimas

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Dimitris Bertsimas studies the theory and practice of optimization, stochastic modeling and control, and data mining. His current research includes robust optimization, data mining in health care, revenue management, and finance. He has coauthored three textbooks: Introduction to Linear Optimization (Athena Scientific, 1997); Data, Models and Decisions: The Fundamentals of Management Science (Dynamic Ideas, 2004); and Optimization Over Integers (Dynamic Ideas, 2005).
Gabriel R. Bitran
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Gabriel Bitran is a source for information on the design of service delivery and manufacturing systems. His work addresses topics that include matching the supply and demand in service systems, capacity planning, technology selection, pricing of perishable and seasonal products, and understanding consumer behavior in highly interactive services like the Internet. He is the former president of the Production and Operations Management Society.

Michael H. Braun
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Michael Braun uses probability models to tackle business problems as diverse as forecasting customer retention, reconstructing unobserved events from partially-observed data, and capturing patterns of consumer choice. An expert on customer decision processes for insurance products, Braun’s research has allowed insurers to predict which customers are most likely to absorb the costs of losses themselves rather than file an insurance claim. He is currently working on applications of probability theory to evolving issues in the media, consumer goods, online financial services, and direct marketing industries.

Before entering academia, Braun worked on the development and deployment of broadband Internet products for such companies as Comcast, Marcus Cable, and Charter Communications. From 1999 to 2002, he was vice president for Global Affiliate Operations of Chello Broadband, the Amsterdam-based Internet arm of United Pan-Europe Communications, the largest cable operator in Europe. An avid sports fan, he also worked as a production assistant at ESPN and as a researcher for NBC at the 1992 Summer Olympics in Barcelona. He is a member of the American Statistical Association and the American Marketing Association.
Lori Breslow is a source for information in the fields of academic, intercultural and managerial communication. In addition to serving as a senior lecturer at MIT Sloan, Breslow is also the director of MIT’s Teaching and Learning Laboratory. Breslow and her staff work with faculty, instructors, and teaching assistants throughout the Institute on teaching skills, curriculum development, and the implementation of new pedagogies and educational technologies. Breslow assesses many of the new efforts in educational innovation going on at MIT and contributes to research in higher education, particularly in science and engineering. Breslow’s own research interests are in interdisciplinary education and diffusion of educational innovation.

Erik Brynjolfsson explores how advances in information technology contribute to business performance and organizational change. He directs the MIT Center for Digital Business, a research initiative that analyzes the business uses of the Internet and other digital technologies. His projects include a study of information worker productivity, the valuation for intangible organizational capital, calibration of increased product variety online (a.k.a. the "long tail"), and an analysis of optimal pricing strategies for digital goods. In related work, Brynjolfsson is assessing how investments in computers and networks alter economic growth, industry structure, and labor demand. He has been recognized with nine best paper awards for his research and five patents. A popular lecturer, he lectures and consults worldwide. Brynjolfsson serves as chairman of MIT Sloan Management Review and as an advisor to the Federal Reserve Bank of Boston.
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Diane Burton’s field of interest is employment relations in entrepreneurial companies and human resource management practices. Currently, she is conducting a study of Silicon Valley startups, with an emphasis on sources and consequences of different organizational systems, structures, and practices. In ongoing research, she is studying entrepreneurial teams and executive careers.

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Catherine Calarco
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Catherine Calarco has over 18 years of experience in general management, sales and marketing, science and software product development, change management and innovation for companies in the United States, Europe, and Asia Pacific.

Early in her career, she created and sold the intellectual property for a disposable gel electrophoresis apparatus to a multinational corporation. In 2000, Calarco established Onezone, a division of Biolab New Zealand Ltd., to create a New Zealand digital marketplace dedicated to providing online supply chain management to the health industry. Prior to this, she was general manager of Biolab New Zealand Ltd. and marketing director for Sabre Pacific, a provider of computer reservation systems. At Applied Biosystems, Calarco successfully developed and commercialized protein separation and electrophoresis products to reach the number-one market position.

As CEO of Calarco Enterprises, she has worked as a consultant within the technology sector assisting companies’ strategic development and regional growth programs in the Middle East, Europe, and the United States.

Calarco established the Polymer Advisory Council in the United States, which represents chemical companies around the world. She sat on the board of directors for the Institute of International Research, co-chaired the E-Commerce Action Team, and was a member of the New Zealand ICT Industry Taskforce. A recognized lecturer, she has also presented papers at APEC Workshops, conferences and universities around the world. At MIT Sloan, Calarco conducted strategic management projects in digital entertainment and medical device industries, including strategy papers for DreamWorks Animation and one on sustainable business in the biomedical industry.

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John Carroll is an excellent source for information on individual and group decision-making processes with a focus on their relationship to organizational learning and change practices such as self-assessment and root cause analysis. His recent work focuses on industries that manage significant hazards, such as nuclear power, petrochemicals, and health care. Carroll has examined the relationships between leadership, management philosophies, teamwork, mental models, safety culture, and human performance improvement.

Emilio J. Castilla
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Emilio J. Castilla’s research interests include organizational theory, economic sociology, and human resource management with special emphasis on the social aspects of work and employment. Through his research, Castilla investigates how social networks and organizations influence employment processes and outcomes over time. In his work, he formulates and tests specific hypotheses about these issues in a variety of diverse empirical settings using unique longitudinal data sets and the most advanced quantitative methodologies. Castilla has presented his research all over the world. He has published chapters in several books as well as articles in a number of scholarly journals. His most recent book, Dynamic Analysis in the Social Sciences (Academic Press / Elsevier) was published in November 2007. In Spanish, he has published Análisis Dinámico (CIS, 1998) and La Sociedad Transversal. In 2001, he was awarded the W. Richard Scott Award for Distinguished Scholarship for an article published in the American Journal of Sociology. Other awards include the Leila Arthur Cilker Award for Excellence in Teaching (1999), the Stanford Centennial Teaching Award (1998), and the Clifford C. Clogg Methodology Award/Fellowship (American Sociological Association/Methodology Section, 1998).
Sharmila C. Chatterjee
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A business-to-business marketing expert, Sharmila Chatterjee examines issues in the domains of relationship marketing, channels of distribution, and sales force management. In the area of sales force management, she is interested in better management of the sales/marketing interface with a view towards appropriate allocation of resources between customer acquisition and retention activities. She has recently become interested in the diffusion of technological innovations among users at client organizations. In this sphere, she is working in concert with her doctoral student to decipher the appropriate balance in the goods and services mix of software vendors to facilitate software assimilation in client organizations. The issues of goods-services balance and the role of complementary services in technology assimilation, together with their relationship quality effects, are being examined by Chatterjee in the context of Business Intelligence (BI) systems.

Hui Chen
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Hui Chen's research interests are in asset pricing and its connections with corporate finance. He is particularly interested in the interactions between the macro-economy and term structure, credit risk, capital structure, and investment decisions. His recent research projects apply business cycle models to explain the credit spreads and corporate financing behavior.
John C. Cox
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John Cox is a leading authority on derivatives. He is the codiscoverer of the principle of risk-neutral pricing and of the binomial model of option valuation. For many years, his book, Options Markets, was the leading text in the field. He is also the codeveloper of a widely used theory of the term structure of interest rates. In the area of dynamic investment strategies, Cox has studied how best to manage a portfolio over time to meet specific objectives.

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Jared R. Curhan specializes in the psychology of negotiation and conflict resolution. A recipient of support from the National Science Foundation, Curhan has pioneered a social psychological approach to the study of “subjective value” in negotiation (i.e., feelings and judgments concerning the instrumental outcome, the process, the self, and the relationship). His current research uses the Subjective Value Inventory (SVI; Curhan et al., 2005) to examine precursors, processes, and long-term consequences of subjective value in negotiation. Deeply committed to education at all levels, Curhan received MIT’s institute-wide teaching award presented annually by the graduate student council. Curhan is founder and president of the Program for Young Negotiators, Inc., an organization dedicated to the promotion of negotiation training in primary and secondary schools. His book, Young Negotiators (Houghton Mifflin, 1998), is acclaimed in the fields of negotiation and education and has been translated into Spanish, Hebrew and Arabic. The book has been used to train more than 35,000 children across the United States and abroad to achieve their goals without the use of violence.
Michael A. Cusumano
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Michael A. Cusumano is the Sloan Management Review Distinguished Professor of Management at the MIT Sloan School of Management, with a joint appointment in the MIT Engineering Systems Division. He specializes in strategy, product development, and entrepreneurship in the computer software industry, as well as automobiles and consumer electronics. He teaches courses on strategic management, technological innovation and entrepreneurship, and the software business.

Cusumano is fluent in Japanese and has lived and worked in Japan for seven years. He received two Fulbright Fellowships and a Japan Foundation Fellowship for studying at Tokyo University. He has been a visiting professor in management at Hitotsubashi University and Tokyo University in Japan, and the University of St. Gallen in Switzerland. He has consulted for more than 50 major companies around the world including Alcatel, Amadeus, AOL, AT&T, Business Objects, Cisco, Ericsson, Fiat, Fidelity, Ford, Fujitsu, General Electric, Hitachi, Huawei, i2 Technologies, IBM, Intel, Lucent, Motorola, NASA, NEC, Nokia, Nortel, NTT Data, Philips, Robert Bosch, Schlumberger, Siemens, Texas Instruments, Toshiba, and Verizon. He has been a director of NuMega Technologies (sold to Compuware in 1998 for $150 million) and Infinium Software (sold to SSA Global Technologies in 2002 for $105 million), as well as other private and public software companies. He is currently a director of Patni Computer Systems (NYSE: PTI) and a special advisor to e-Frontier, Japan’s largest producer of 3-D graphics and animation software tools. He has been an advisor to numerous startup companies, including NetNumina Solutions, firstRain), H-5 Technologies, and Sigma Technology Group PLC. He has also served as editor in chief and chairman of the MIT Sloan Management Review and writes periodically for Communications of the ACM as well as The Wall Street Journal, Computerworld, The Washington Post, and other publications.

Cusumano has published eight books. The Business of Software: What Every Manager, Programmer, and Entrepreneur Must Know to Thrive and Survive in Good Times and Bad, was named one of the best business books of 2004 by Steve Lohr of The New York Times. Microsoft Secrets (1995, with Richard Selby) is a best-selling study of Microsoft’s strategy, organization, and approach to software development, and has approximately 150,000 copies in print in 14 languages. Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation (2002, with Annabelle Gawer) examines how industry leaders orchestrate complementary innovations that make their platforms more valuable. Competing on Internet Time: Lessons from Netscape and Its Battle with Microsoft (1998, with David Yoffie), was named one of the top 10 business books of 1998 by Business Week and Amazon.com, and played a central role in the Microsoft anti-trust trial. Thinking Beyond Lean: How Multi-Project Management is Transforming Product Development at Toyota and Other Companies (1998, with Kentaro Nobeoka) analyzes product development and platform strategies in the auto industry. He is also coeditor of Strategic Thinking for the Next Economy (2001, with Costas Markides), and author of Japan’s Software Factories: A Challenge to U.S. Management (1991), and The Japanese Automobile Industry: Technology and Management at Nissan and Toyota (1985).
Alexander V. d’Arbeloff  
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Alex d’Arbeloff, honorary chairman of the MIT Corporation, has been a member of MIT’s governing board since 1989 and served as chairman from 1997 until July 2003. d’Arbeloff is a professor at MIT Sloan and the Department of Mechanical Engineering. He teaches classes in management and entrepreneurship for undergraduate and graduate students and advises students, faculty, entrepreneurs, and business leaders.

In 1960, d’Arbeloff founded Teradyne, Inc. During his tenure as CEO and chairman, Teradyne became an internationally recognized company with over a billion dollars in sales. d’Arbeloff currently serves on the boards of Pegasystems, Inc., Empirix, Inc., and several other private companies.

He is the recipient of a lifetime achievement award from the Institute of Electrical and Electronics Engineers (IEEE), a fellow of the American Academy of Arts & Sciences, and a director of the Isabella Stewart Gardner Museum. He and his wife Brit d’Arbeloff established the Fund for Excellence in MIT Education to support teaching innovations in science and engineering. They also support a professorship in the MIT Department of Mechanical Engineering and have established the d’Arbeloff Lab in the Department of Mechanical Engineering.

Michael A. M. Davies  
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University of Cambridge, U.K., BA ’82, MA ’87, Electrical Sciences; University of Durham, MEng ’84, Microelectronics, Cybernetics and Robotics; London Business School, MBA ’91, Strategy, Technology and Systems Dynamics

Business strategy, technology, and innovation expert Michael Davies focuses on the challenges facing top managers in high-tech businesses, including strategy development; competition; cooperation and copetition; technological innovation; consumer behavior; adoption and diffusion of innovations; building business ecosystems; technology strategy and management; management of R&D; portfolio and pipeline management; platforms; architecture and modularity; and decision-making under uncertainty.

Using insights from his work with many of the world’s largest and most successful high-tech businesses over the last 20 years, Davies is now focusing on how to compete successfully in an open innovation and open source world, develop strategies for platform competition, transform R&D performance and influence top management teams to work together, in particular in the areas of consumer electronics, digital devices, the converged mobile and broadband arenas, and in medical devices.
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Jason Davis focuses on the role of organizational structures and processes in competitive strategy, innovation, and entrepreneurship in highly dynamic environments. Using insights from a field study of interfirm collaborations in the computing and communications industries, Davis is now exploring how firms organize these relationships to generate technology innovations.

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Jerome Detemple’s scholarly work is primarily in the fields of financial economics and mathematical finance. He has published over 40 articles in leading academic journals, including *Econometrica, Journal of Economic Theory, Journal of Finance, Review of Financial Studies*, and *Management Science and Mathematical Finance*. He is widely known for his contributions to valuation, risk management, and asset allocation. He is the author of *American-Style Derivatives: Valuation and Computation* (Chapman & Hall/CRC Press, 2005), and coeditor of *Mathematical Finance* and an Associate Editor of *Management Science*. He is also a past associate editor of the *Review of Financial Studies* and of the *Review of Derivatives Research*. His current research interests revolve around the implementation of asset allocation models, the valuation of American-style derivatives, and the development of valuation methods in frictional markets.

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Joseph Doyle conducts empirical research, using microeconomic theory and modern empirical methods to answer policy questions, particularly in the areas of health and child welfare. He studies the role of health insurance on treatment provided to patients, the cost of care, and health outcomes. He also investigates the relationship between wages and worker quality.
A leading energy economist, Denny Ellerman is recognized internationally as an authority on emissions trading and energy economics. His current research interests focus on the United States and European emissions trading programs and on environmental regulations. Ellerman coedited the recently published, *Allocation in the European Emissions Trading Scheme: Rights, Rents and Fairness* (Cambridge University Press), and he also coauthored *Markets for Clean Air: The U.S. Acid Rain Program* with MIT Sloan colleagues.

Steven Eppinger is an expert in product development and project management whose research deals with how to understand and improve complex development processes, such as those for automobiles, airplanes, and computer systems. He is an expert source in the study of how to organize globally distributed development teams comprising of hundreds of people. He also examines design methods and practices ranging from simple products to complex systems. Eppinger is coauthor of *Product Design and Development* (McGraw-Hill, 1995, 2000, 2004, 2008), the world’s most widely used textbook on modern methods for product development.
Vivek Farias
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Vivek Farias is interested in the development of new methodologies for large scale dynamic optimization under uncertainty, and the application of these methodologies to the design of practical revenue management strategies across various industries ranging from airlines and retail to online advertising.

Farias is a recipient of the 2006 INFORMS MSOM Student Paper prize for a research paper judged to be the best in the field of Operations Management.

A consultant in the finance industry, Farias most recently contributed to GMO LLC’s first successful high-frequency algorithmic trading strategy.

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Charles Fine focuses on technology supply chains. He examines how to assess the present—and especially the future—profitability and strategic leverage among the various sectors in the supply chain; how to design the supply chain (i.e., determine the boundaries and identity of the organization) based on strategic and logistical assessments; and how to assemble the capability to realize the chosen organizational boundaries and manage within and across those boundaries. He is author of Clockspeed: Winning Industry Control in the Age of Temporary Advantage (Perseus Books Group, October 1, 1999).

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Jonathan Fleming is the managing general partner of Oxford Bioscience Partners (OBP), an international venture capital firm specializing in life science technology based investments, with offices in Boston and Connecticut.

Fleming has been in the investment business for over 20 years, starting and financing growth companies in the United States, Europe, and Israel. Prior to joining OBP in 1996, he was a founding general partner of MVP Ventures in Boston. He began his investment career with TVM Techno Venture Management in Munich, Germany. Fleming has also cofounded Medica Venture Partners, a venture capital investment firm specializing in early stage health care and biotechnology companies in Israel.

Fleming is a cofounder and member of the board of Memory Pharmaceuticals (NASDAQ: MEMY). He is also the chairman of the board of BioProcessors Corporation and director of several private companies including Leerink Swann, a Boston-based investment bank specializing in health care companies. Fleming is a trustee of the Museum of Science in Boston.
Kristin J. Forbes
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Kristin Forbes has recently rotated between academia and senior policy positions in the U.S. government. From 2003 to 2005, she was the youngest person to ever serve as a member of the White House’s Council of Economic Advisers. From 2001 to 2002, she worked at the U.S. Treasury Department as the Deputy Assistant Secretary of Quantitative Policy Analysis, Latin American and Caribbean Nations. In 2005, Forbes was honored as a “Young Global Leader” during the World Economic Forum at Davos. She has also won several teaching awards at MIT.

Forbes’ research addresses policy-related questions in international finance and development economics. Recent projects examine the determinants of capital flows into the United States, the impact of capital controls on investment decisions, the effect of financial crises on companies around the world, and the causes of international financial contagion. She is a research associate at the National Bureau of Economic Research, a nonresident fellow at the Institute for International Economics and Center for Global Development, a member of the Trilateral Commission, and a term member of the Council on Foreign Relations. Before joining MIT Sloan, Forbes worked at the World Bank and Morgan Stanley.

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A pioneer in early digital computer development and a member of the National Inventors Hall of Fame, Jay Forrester invented random-access magnetic-core memory during the first wave of modern computers. He also pioneered the growing field of system dynamics. He has researched the behavior of economic systems, including the causes of business cycles and major depressions; a new type of dynamics-based management education; and system dynamics as a unifying theme in pre-college education. Forrester has received numerous awards for his books and has been awarded nine honorary degrees from universities around the world.
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Jérémie Gallien's research focuses on the nervous system of supply chains. It involves developing mathematical optimization models for the real-time control of physical flows and trading interfaces and implementing them in the form of decision support software.

Carola Frydman's research interests are in corporate finance, business history, economics of organizations, and labor economics. Her research is concerned with the evolution of executive compensation, the turnover of CEOs, and managerial careers throughout the twentieth century. She also studies the interaction between employee stock option compensation and managerial incentives, as well as between ownership structure and corporate governance. She has received grants from the National Science Foundation and the Economic History Association. She is a Faculty Research Fellow at the National Bureau of Economic Research.
David Gamarnik’s research interests include applied probability and stochastic processes with application to queuing theory, theory of random combinatorial structures and algorithms, scheduling, and various business processes including call centers, health-care management, manufacturing, and communications networks.

David Gamarnik has served as a research staff member at the Department of Mathematical Sciences, IBM Research, where he worked on various projects with industrial applications including disaster recovery, performance in business processes, call centers, and operational resilience. He was a recipient of an Erlang Prize from the INFORMS Applied Probability Society in 2004 and the IBM Faculty Award in 2006.

Robert S. Gibbons develops game-theoretic models of organizational design and performance. Much of his research concerns “relational contracts” (i.e., agreements so rooted in the parties’ particular circumstances that they are not written down, so that disputes cannot be adjudicated by outsiders such as courts). Relational contracts arise frequently both within firms, such as between headquarters and divisions, and between firms such as in the case of alliances. His book, *Game Theory for Applied Economists* (Princeton University Press, 1992) is widely used in graduate economic programs and has been translated into Chinese, Italian, Japanese, and Spanish. He is currently preparing a doctoral text on organizational economics, and coediting a handbook on that subject. Gibbons served on the board of the Citicorp Behavioral Sciences Research Council from 1994–2000, and the board of the Center for Advanced Study in the Behavioral Sciences from 2000–2006.
IT management expert Cyrus Gibson examines the impact of information technology on organizational strategy, culture, and management practice. Currently, he is conducting research within the Center for Information Systems Research on the organizational and behavioral impact of new systems, appropriate strategies of change for different contextual conditions (i.e., “big bang” vs. “evolution” vs. “improvisation”) and developing diagnostics to assess an organization’s readiness for IT-related change.

Jack M. Gill is a senior advisor to the Harvard-MIT CIMIT program, a member of the Harvard Medical School (HMS) faculty, and teaches at MIT and HMS. Gill also serves on the adjunct faculty of MIT, Indiana University, and Rice University. Gill is a founder and managing member of Vanguard Ventures, a venture capital firm specializing in high technology startups with offices in Palo Alto, California and Houston, Texas. Vanguard manages over $500 million in capital and has been the lead investor in numerous highly successful companies. In 2006, Gill joined Maven Venture Partners, a Palo Alto Venture Capital firm focused on mobile telecommunications investments. Prior to cofounding Vanguard in 1981, Gill was executive vice president and group manager of the Scientific Divisions of Spectra Physics, Inc. Spectra Physics, formerly an NYSE-listed company which was later acquired by Pharos, Sweden. In 1970, Gill founded Autolab, which pioneered the application of microprocessor-based instruments and computers for chromatography applications. Autolab was sold to Spectra Physics in 1972 and Gill remained as vice president and general manager as the business grew to $100 million in sales and earned a leading market position. Gill has also authored 50 technical papers and lectured worldwide on advances in scientific instrumentation.

Gill was named a 1999 winner of the Horatio Alger Award for Distinguished Americans. In May 2001, he received an honorary Doctorate of Science from Indiana University. In 2007, Gill was appointed a Trustee of Indiana University and a member of the Board of the Texas Emerging Technology Fund. Gill is a director of the MD Anderson Cancer Center, The Horatio Alger Association, Project HOPE, and the Presidents Circle of the National Academies.
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Paulo Goncalves’ work focuses on understanding how managers react to supply chain disruptions, and the operational and strategic problems that ensue. Current research interests include the development of supply chain experiments for understanding and improving the managerial decision-making process in logistic systems. His work combines a number of techniques such as simulation, optimization, econometrics, and non-linear dynamics.

Mike Grandinetti
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Mike Grandinetti has helped lead four venture-backed companies to successful exits for his investors. Currently, he is chief marketing officer for Virtual Iron Software, a provider of data center virtualization and management solutions for Global 2000 enterprises. Most recently, Grandinetti was senior vice president and chief marketing officer for Yantra Corp., a provider of supply chain management solutions. He is part of the executive leadership team that was responsible for recently selling Yantra to Sterling Commerce for 6X trailing revenues. Other companies that Grandinetti has helped lead to a successful exit include Viewlogic (IPO, subsequent acquisition for roughly $500M), Raptor Systems (IPO, subsequent acquisition for roughly $250M), and Connected Corp (acquisition for $120M.) Previously, he worked at McKinsey, where he consulted with senior executives on a broad range of strategic marketing, sales, pricing and market entry engagements and acquisition analysis.

Grandinetti is a veteran judge in the MIT $100K Entrepreneurship Competition. He serves on the New England Business and Technology Association’s Leadership Roundtable Advisory Board and on the Leadership Advisory Board of the Massachusetts Software and Internet Council’s Sale and Marketing Roundtable. He also serves as an advisory partner to Flagship Ventures.
Stephen C. Graves
Abraham J. Siegel Professor of Management
Dartmouth College, AB ’73, Mathematics and Social Sciences, MBA ’74; University of Rochester, MS ’76, PhD ’77, Operations Research

Stephen Graves develops and applies operations research models and methods to solve problems in manufacturing and distribution systems and in service operations. Currently, he is focusing on supply chain optimization, strategic inventory positioning in a supply chain, and production and capacity planning for various contexts.

Michael Grubb
Assistant Professor, Economics, Finance & Accounting
University of Pennsylvania, BS ’00, Economics, BS ’00, Engineering; University of Oxford, MPhil ’02, Economics; Stanford Graduate School of Business, PhD ’07, Economic Analysis and Policy

Michael Grubb’s research interests are in applied microeconomic theory, industrial organization, and behavioral economics. Recent research topics include optimal pricing to overconfident consumers, reputational concerns regarding disclosure, and tax-advantaged employee benefits. He previously worked with the World Bank, Oliver Wyman and Company, and Brand Equity Ventures.
Joseph G. Hadzima Jr.
Senior Lecturer, MIT Entrepreneurship Center
MIT, SB ‘73, SM ‘77, Management; Harvard Law School, JD ‘79

Joseph Hadzima is a media source for information on entrepreneurship, startup phase companies, business plans, venture capital, corporate governance, and intellectual property strategy. He has been involved in the founding of more than 100 companies as an investor, director, counsel, employee, or entrepreneur and has advised entrepreneurs, high-growth businesses, and venture capitalists. Hadzima is a founding judge of the MIT $100K Entrepreneurship Competition and has taught the popular IAP course “Nuts and Bolts of Business Plans” since 1989. He is a frequent speaker for the MIT Enterprise Forum’s Satellite Broadcast Series (SBS), including programs on company valuation and structuring venture capital deals.

As managing director of Main Street Partners LLC, a venture development and technology commercialization firm, Hadzima is president of its portfolio company IPVision, Inc., an intellectual property systems and services firm. He is also chairman of the board of the Global MIT Enterprise Forum and a director of the MIT Alumni Association. He practiced law for 17 years, first at Ropes & Gray in Boston and then at Sullivan & Worcester as founder of the High-Tech/New Ventures Group. He is a director of several private and public companies and recently completed a term as a director of the New England chapter of the National Association of Corporate Directors. His “Starting Up” column appeared regularly in The Boston Business Journal.

Leigh G. Hafrey
Senior Lecturer, Communication and Ethics
Harvard College, AB ‘73, English; Yale University, PhD ‘78, Comparative Literature

Management communications and ethics expert Leigh Hafrey relates rhetorical competence to larger organizational challenges, such as mentoring, enterprise, conflict resolution, cross-cultural relations, and leadership. His work in ethics focuses primarily on professional education and standards across the professions. He has written and spoken widely on the humanities in society today, using both the philosophical texts of the Great Books tradition and current film and fiction. In 2005, he published The Story of Success: Five Steps to Mastering Ethics in Business, which explores how individuals and organizations use stories to build ethical norms.
Neal A. Hartman
Senior Lecturer
University of South Carolina, BA ‘73, Music Theory & Comp, MS ‘75, Higher Education Administration; University of Texas, ABD ‘89, Organizational Communication

Neal Hartman’s teaching of management communication and intercultural communication emphasizes working in teams, conflict and conflict resolution, leadership, and cross-cultural communication. He has lectured on cross-cultural, leadership, and organizational communication issues and has taught in the International MBA Programs at Tsinghua, Fudan, Zhongshan (Lingnan College), and Yunnan Universities in China and at SKK Graduate School of Business in Seoul, South Korea.

Hartman also serves as colead facilitator for CMI-Enterprisers, which is part of the Cambridge-MIT Initiative. Through this initiative, he works with undergraduate and PhD students from MIT Sloan, Cambridge University, and various European and Australian universities in developing their entrepreneurial skills. Hartman also does executive coaching and training in presentation, writing, and team skills.

John R. Hauser
Kirin Professor of Marketing
MIT, SB ’73, SM ’73, Electrical Engineering, SM ’73, Civil Engineering, ScD ’75, Operations Research

John Hauser is an authority on a wide range of marketing and product development areas, including the design and marketing of new products, voice-of-the-customer methods, customer satisfaction incentives, market research methods, new product forecasting models, competitive marketing strategy, and metrics to manage product development. His latest research focuses on virtual customer methods, automated marketing, and product development metrics. The Virtual Customer Initiative (VCI) is a multidisciplinary approach to improving the speed, accuracy, and usability of customer input to the product development process. It is developing and testing new Web-based methods to radically reduce the time lag between customer input and product development response—and with much higher quality information. Recent applications include “FastPace” methods of adaptive conjoint analysis, Greedoid methods for identifying “must have” product features, genetic algorithms to grow new products, Bayesian triggers to identify new product opportunities from virtual-advisor data, and other virtual-customer methods. (See http://mitsloan.mit.edu/vc for more information.) He is currently working with MIT Sloan Professor Glen Urban on the development of websites that “morph” in response to customers’ cognitive styles. Other research includes configurators and microinvestments to involve customers in idea creation and incentive-compatible methods for improving market research data.
Arnoldo Hax
Alfred P. Sloan Professor of Management Emeritus, Behavioral and Policy Sciences
Catholic University of Chile, SB ’60, Industrial Engineering, DPhil (Hon) ’91; University of Michigan, MS ’63, Industrial Engineering; University of California (Berkeley), PhD ’67, Operations Research

Arnoldo Hax is an internationally known expert in the fields of strategic management and operations management. His primary research focuses on the development and implementation of formal strategic planning systems for business firms. He recently coauthored *The Delta Project: Discovering New Sources of Profitability in a Networked Economy*, which provides a new comprehensive strategic framework. Other books coauthored by Hax are *The Strategy Concept and Process: A Pragmatic Approach; Strategic Management: An Integrative Perspective*, 1st and 2nd editions; *Production and Inventory Control*; and *Applied Mathematical Programming*. He also edited *Studies in Operations Management; Planning Strategies That Work*; and *Readings in Strategic Management*.

Terry Heagney
Lecturer
Harvard University, AB ’68, English Literature; Boston College, PhD, ’74, English

Terry Heagney has taught undergraduate managerial communication for the last five years and MBA managerial communications for the last two years. Before that, he was corporate vice president for external affairs for Houghton Mifflin Company where he was in charge of media relations, government relations, and all corporate communications. He served on the board of the Huntington Theater from 2000 to 2002 and spent a number of years acquiring, developing, and marketing college textbooks for Prentice Hall, Prindle, Weber & Schmidt, and Houghton Mifflin.
Rebecca M. Henderson
Eastman Kodak Leaders for Manufacturing
Professor of Management
MIT, BS ‘81, Mechanical Engineering; Harvard University, PhD ‘88, Business Economics

Corporate strategy and policy expert Rebecca Henderson focuses on problems of strategy formulation, competition, research management, and innovation in high-technology industries. She has experience in semiconductor production equipment in aerospace, automobiles, consumer goods, pharmaceuticals and biotechnology, IT, and telecommunications and energy.

Richard Holden
Assistant Professor of Economics
University of Sydney, BEd (Hons) ’97; University of Sydney, MPhil ’00; Harvard University, AM ‘04; PhD ‘06

Richard Holden uses formal models to explore questions in political economy, law and economics, and contracting. He has researched topics such as gerrymandering, supermajority voting rules, prize structures in tournaments, and contracts between firms and managers. He has previously worked with both Bain Capital and Bain & Company.

Bengt R. Holmstrom
Paul A. Samuelson Professor of Economics
University of Helsinki, BS ‘72; Stanford University, MSc ‘75, PhD ‘78

Business compensation and incentives expert Bengt Holmstrom focuses on the economic theory of organization and the theory of the firm. He has written extensively on the design of incentives, including applications for performance evaluation, executive compensation, and capital management. Currently, Holmstrom is doing research on corporate governance and corporate restructuring. He is also working on the role of asset illiquidity in the propagation of financial crisis.

Huang is currently engaged in several large-scale research projects on economic development, private sector growth, R&D activities, entrepreneurship, and foreign investments in both China and India. He is collaborating with other MIT professors in a survey project to study engineering and science education in China and India. In addition, he is involved in MIT’s award-winning course, the Global Entrepreneurship Laboratory, sends hundreds of business school students to work at startups in emerging economies. He cofounded a course at MIT Sloan called China Lab, which sends business school students to undertake internship projects at local companies in China.

Huang is a recipient of academic grants such as the National Fellowship at Stanford University and the Social Science Research Council-McArthur Fellowship. He is a fellow at the Center for Chinese Economic Research at Tsinghua University, the Institute of International Relations at Peking University, and the World Economic Forum. In addition to academic publications, Huang has also published opinion pieces in the *New York Times, Foreign Policy, Project Syndicate, Asian Wall Street Journal, Far Eastern Economic Review, International Herald Tribune, Financial Times,* and many Chinese media publications.
Craig M. Jarchow
Senior Lecturer
University of California, Santa Barbara, BA ’84, Geological Sciences; MIT, AB ’99; Stanford University, MS ’87, PhD ’91

Craig Jarchow is an expert in private equity investing and entrepreneurship, particularly in the energy industry. He is a partner at First Reserve Corporation, the oldest and largest private-equity firm specializing in the energy business. First Reserve has over $12.5 billion of equity capital under management in four active funds. Jarchow’s responsibilities include deal origination, structuring, execution, and monitoring and exit, with particular emphasis on the exploration and production sector of the energy industry. Prior to First Reserve, Jarchow served in positions of increasing responsibility at Apache Corporation (NYSE: APA), a large independent oil and gas company with operations worldwide. Jarchow serves on the boards of Beryl Oil & Gas Company, Deep Gulf Energy, Aspect Abundant Shale, the Houston Youth Symphony, and the Stanford School of Earth Sciences Petroleum Investments Committee. He is a fellow of the Geological Society of America.
Simon Johnson served as a member of the United States Securities and Exchange Commission’s Advisory Committee on Market Information from 2000–2001. His assessment of the need for continuing strong market regulation was published as part of the final report of that committee.

A professor of entrepreneurship at MIT Sloan, Johnson recently finished two years as an assistant director in the International Monetary Fund’s Research Department. He is a research associate at the National Bureau of Economic Research (NBER) and a coorganizer of the NBER’s informal meeting on African Success Stories in April 2006. He is a cofounder of MIT’s Global Entrepreneurship Laboratory (G-Lab), a program that enables teams of management, engineering, and science students across MIT to work closely with top management of international startups in solving real-world problems. In 2006, his G-Lab class cooperated closely with the World Bank’s Development Marketplace, providing technical assistance on tight deadlines to finalists, most of whom were based in poor countries.

Johnson’s research focuses on the institutions that affect growth and crises through their impact on entrepreneurs of all kinds. Most of his work deals with economic and financial development and draws on extensive fieldwork in Eastern Europe, the former Soviet Union, Africa, East Asia, and Latin America. Recent papers have appeared in the American Economic Review, the Journal of Political Economy, the Quarterly Journal of Economics, the Journal of Financial Economics, and the Journal of Law, Economics and Organization. He serves on the editorial boards of the Journal of Financial Economics, the Review of Economics and Statistics, and Cliometrica – Journal of Historical Economics and Econometric History. Johnson regularly uses his research findings, often in association with the Brattle Group to provide advice on global strategy. In the past, he has worked closely with clients in the investment banking, oil, telecoms, and consumer goods sectors on worldwide issues. He remains a consultant to the IMF. Johnson works with most of the leading research organizations focused on global economic development issues.

Johnson is a Centre for Economic Policy research fellow, an affiliate of the Bureau for Research and Economic Analysis of Development; a member of the international advisory board of CASE in Warsaw; and a nonresident scholar at the Asian Institute for Corporate Governance of Korea University. He has also served on the global advisory board of Endeavor, an organization that promotes entrepreneurship in emerging markets including Latin America, the Middle East, and Africa. He recently co-chaired the task force on “Helping Reforms Deliver Growth in Latin America” at the Center for Global Development in Washington, D.C.
Paul L. Joskow has been on the MIT faculty since 1972 and served as head of the MIT Department of Economics from 1994 to 1998. He became president of the Alfred P. Sloan Foundation in January 2008.


Joskow is a director of Exelon Corporation and the TransCanada Corporation, and a trustee of the Putnam Mutual Funds. He is a member of the Board of Overseers of the Boston Symphony Orchestra. He previously served as a director of New England Electric System, State Farm Indemnity Company, National Grid plc, and the Whitehead Institute of Biomedical Research. Joskow has served on the United States Environmental Protection Agency’s Acid Rain Advisory Committee and on the Environmental Economics Committee of the EPA’s Science Advisory Board. He is a member of the Scientific Advisory Board of the Institut d’Economie Industrielle in Toulouse, France, and the Scientific Advisory Board of the Conservation Law Foundation. He served as president of the Yale University Council from 1993–2006. Joskow is a past president of the International Society for New Institutional Economics, a Distinguished Fellow of the Industrial Organization Society, and a Fellow of the Econometric Society, and the American Academy of Arts and Sciences.

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Scott Joslin’s research interests are in capital markets. He is particularly interested in fixed income, derivative markets, asset pricing, and econometrics. His recent research projects have examined the pricing of bonds and bond options.
**Gordon M. Kaufman**  
Morris A. Adelman Professor of Management, Emeritus  
Yale University, BX ’55, Industrial Engineering and Electrical Engineering; Harvard University, MBZ ’57, DBA ’61  
Petroleum industry expert Gordon Kaufman researches primary energy resources with particular attention to the process of discovering oil and gas. He has a long-standing interest in Bayesian econometrics and multivariate analysis as well as in risk analysis of complex strategic problems. His current research interest is in how to appraise uncertainties within large systems whose components are logically related in complex ways. These include global climate change models and their impacts, nuclear reactor fault trees, and Bayesian networks in the instances when experts provide incomplete information about these uncertainties.

**Katherine Kellogg**  
Class of 1954 Career Development Chair  
Dartmouth College, BA, Biology modified with Psychology; Harvard University, MBA; MIT, PhD, Organization Studies  
Kate Kellogg is an assistant professor of Business Administration in the Organization Studies Department at MIT Sloan. She is currently teaching “Organizational Processes” in the MBA core curriculum.  
Before coming to MIT, Kellogg spent six years in management consulting at Bain & Company and Health Advances, and several years as vice president of Sales and Marketing for the Baltimore/Washington Region American Red Cross.  
Kellogg studies organizational and institutional change with a particular focus on professional workers. She examines new models of work and employment practices that enable workers to improve their work-life integration.
Christine Kelly
Senior Lecturer, Behavioral Policy Science
Kansas State University, BA ’64, English Literature and Speech, MS ’68, Theater and Speech; Columbia University Teacher’s College, EdD ’92, Organizational Communication and Adult Education

Christine Kelly teaches management communication; communication as advocacy in workplace relationships; and organizational communication. She specializes in individual effectiveness in relation to interpersonal and communication skills along with learning and performance. Kelly has been involved in professional development programs for executives and business faculty from all over the world. In her work with managers, she draws on theater education and experience to create exercises to extend and enhance communication styles.

Mozaffar Khan
Assistant Professor of Accounting
University of Toronto, PhD, ’05, Accounting

Mozaffar Khan has broad interests in accounting and financial economics. His recent research has examined informational efficiency in United States’ stock markets; the relation between risk and expected return; and the effect of inflation on aggregate stock returns. Current research explores some direct and indirect costs of financial and economic distress. Khan has been invited to present his research at leading universities in the U.S., U.K., and Canada.
Janice A. Klein
Senior Lecturer, Operations Management
Iowa State University, BS ‘72, Industrial Engineering; Boston University, MBA ‘78; MIT Sloan School of Management, PhD ‘83, Industrial Relations

Janice Klein currently teaches leadership in the Leaders for Manufacturing (LFM) and System and Design Management (SDM) Programs. Her recent research, summarized in True Change: How Outsiders on the Inside Get Things Done in Organizations (Jossey-Bass, 2004), explores knowledge transfer and the application of new ideas and concepts at the workplace. In addition, she leads a multidisciplinary research team investigating virtual collaboration and the development and maintenance of high performance, globally dispersed teams. Klein’s earlier research has focused on aligning operations and human resource strategies in the areas of job design, team leadership, employee empowerment, and organizational change. Klein is a graduate of General Electric Company’s Manufacturing Management Program (MMP). During her years at GE, she held various manufacturing and human resource management positions. In addition, she coordinated several organizational change efforts aimed at increasing employee involvement. She has consulted on teams and organizational change with United Technologies, Xerox, Hewlett Packard, and Goodyear.


Thomas A. Kochan
George Maverick Bunker Professor of Management
University of Wisconsin, BBA ‘69, Personnel Management, MS ‘71, PhD ‘73, Industrial Relations

Thomas Kochan focuses on the need to update America’s work and employment policies, institutions, and practices to catch up with a changing workforce and economy. His recent work calls attention to the challenges facing working families in meeting their responsibilities at work and at home and in their communities. Through empirical research, he demonstrates that fundamental changes in the quality of employee and labor-management relations are needed to address America’s critical problems in industries ranging from health care, airlines, and manufacturing. His newest book is entitled, Restoring the American Dream: A Working Families’ Agenda for America (MIT press, September 2005).
Leonid Kogan specializes in theoretical modeling of asset prices. Some of his recent projects analyze the impact of heterogeneity in investor risk preferences and beliefs about the dynamic behavior of the aggregate stock market. He also developed a general equilibrium model of the cross-section of stock returns, relating average returns to firm characteristics and business cycles. His other research is on irreversible real investment and its implications for the dynamics of stock returns and futures prices; properties of dynamic hedging strategies; simulation methods for pricing complex American-style derivative securities; and portfolio choice under constraints and transaction costs.

Kogan is a member of the American Finance Association and the Western Finance Association and the Research Associate of the National Bureau of Economic Research. He won the 1998 Lehman Brothers Fellowship for Research Excellence in Finance; the FAME Research Prize for “The Price Impact and Survival of Irrational Traders”; and the Smith Breeden Prize for the best paper published in Journal of Finance in areas other than corporate finance, awarded for “The Price Impact and Survival of Irrational Traders.” His recent publications include “Equilibrium Cross Section of Returns” (Journal of Political Economy); “Catching Up with the Joneses: Heterogeneous Preferences and the Dynamics of Asset Prices” (Journal of Political Economy); “Asset Prices and Real Investment” (Journal of Financial Economics); and “Pricing American Options: A Duality Approach” (Operations Research).
S.P. Kothari has broad-ranging interests and expertise in accounting and finance. His research focuses on financial reporting and capital markets, explaining the diversity in international accounting practices, use of employee stock options for compensating executives and accounting for stock options, evaluating investment performance, and corporate uses of derivatives for hedging and speculation. In addition, Kothari is an expert on economic policy issues in India. Kothari served on the board of directors of Vicarious Visions from 1996–2005 and is a senior consultant at Charles River Associates.


Peter Kurzina has 33 years of experience providing work-out, turn-around, interim, and crisis management to a wide variety of companies. He was president and chief operating officer of Fanny Farmer Candy Shops, interim president of Vermont Castings Stove Company, and president of Westville Homes Corporation. He provided similar leadership roles to a number of other troubled companies in the manufacturing, distributing, textile, men's clothing, and service industries. For 15 of those years, he was associated with Argus Management Corporation, the Massachusetts-based provider of work-out, turn-around, interim, and crisis management to troubled companies. Kurzina is teaching "Managing in Adversity: The CEO Perspective" and "Corporations at the Crossroads: The CEO Perspective."

Ryan LaFond’s research interests span issues related to corporate governance, including accounting standards choice and the role of auditing and earnings management, as well as equity valuation and asset pricing. In particular, much of LaFond’s research investigates how accounting information and corporate governance is valued by external capital providers. In related research, LaFond examines how accounting information responds to the informational demands of stakeholders in non-United States capital markets and the implications of the 2002 Sarbanes-Oxley Act on both U.S. and international capital markets. Overall, LaFond’s research is focused on providing insights into the role of financial information in capital markets.
Donald R. Lessard
EPoch Foundation Professor of International Management
Stanford University, BA ’65, Hispanic American Studies, MBA ’69, PhD ’70, Business Administration/Finance

Donald Lessard is an expert on project management and global strategic management, with an emphasis on managing in the face of uncertainty and risk. He currently teaches courses on global strategy and organization and global strategy in the energy sector.


Lessard has been at MIT since 1973, and from 1998 to 2004 served as deputy dean with responsibilities for research, international programs, and executive education. At MIT he plays a key role in the BP Projects Academy, a major executive education program for major project leaders that spans management and engineering.

Retsef Levi
Robert N. Noyce Career Development Professor
Tel-Aviv University, Bachelor’s degree ’01, Mathematics; Cornell University, PhD ’05, Operations Research

Retsef Levi’s current research is focused on the design and the performance analysis of efficient algorithms for fundamental stochastic and deterministic optimization models, arising in the context of supply chains, revenue management, logistics, and health care. These fundamental, multistage stochastic models are typically very hard to solve optimally, both theoretically and in practice. Hence, it is important to develop efficient heuristics that provide provably near-optimal policies for these hard models. Levi has special interest in cost balancing techniques, data-driven (sampling-based) algorithms, and modern Linear Programming-based approximation techniques applied to models in the above domains. In addition, he is interested in stochastic and combinatorial optimization and mathematical programming in their broad definition, and especially in their intersection with problems that arise in the context of real-life applications. Retsef Levi was born March 7, 1971 in Tel-Aviv, Israel. He served about 12 years as an officer in the Israeli Defense Forces. In 2005, he received the Goldstine Postdoctoral Fellowship in Mathematical Sciences awarded by the Mathematical Sciences Department at the IBM T. J. Watson Research Center in Yorktown Heights, NY.
Denise Lewin Loyd studies the impact of expectations on group processes and outcomes and the way the group context affects the psychological experience and behavior of individual group members. She examines how expectations arising from factors including previous experience, stereotypes, and individuals’ roles and status in a group affect such outcomes as judgment, influence, and information sharing in groups. One recent project examines the joint impact of status and distinctiveness (or being in the numerical minority) in evaluative groups on an individual’s judgment of a similar other. A developing area of interest deals with understanding how individuals balance multiple roles within and across organizational boundaries.

John D.C. Little has had a distinguished career spanning five decades. He has published seminal papers in operations research methodology, traffic signal control, decision support systems, and especially marketing. In operations research he is best known for his proof of the queuing formula \( L = \lambda W \), commonly known as Little’s Law.

Considered a pioneer in marketing science, Little has done research on a broad set of modeling and decision support issues, including models of individual choice behavior, adaptive control of promotional spending, and marketing mix models for consumer packaged goods. He is coeditor of *The Marketing Information Revolution* (HBS Press, 1994).

When the Internet burst on the scene, Little was quickly attracted to e-commerce and co-taught the first course on the subject at MIT Sloan. In addition to his continuing interest in consumer packaged goods, he is currently conducting research on marketing automation in Internet retailing.

Among Little’s honors, he has been elected to the National Academy of Engineering and has received the Parlin and Converse Awards of the American Marketing Association, as well as the Kimball Medal of the Institute for Operations Research and the Management Sciences (INFORMS). He is a Fellow of INFORMS and the American Association for the Advancement of Science.
Valentin Livada teaches corporate entrepreneurship at MIT Sloan. He has also been involved with the Cambridge/MIT Institute, the Deshpande Center, and Executive Education programs on management of technology and innovation.

Livada is the founder of Weybridge Partners, a network of individuals and companies interested in entrepreneurial ecosystems. Livada has been a management consultant for over 30 years with Braxton Associates, Pugh-Roberts Associates/PA Consulting, and Product Genesis. He works with both Fortune 200-type companies and startups at the nexus of strategy and technology, often creating strategic partnerships between the two.

Present activities include two global surveys on corporate venture capital practices. One of the surveys is in collaboration with the ATP program at NIST, the National Venture Capital Association, and the other with the Wharton School. Livada sits on several boards of emerging companies, including Monarch Antenna, a spin-out from Delphi Automotive, and Polynova, a nanomaterials company. In the last few years, Livada helped start NanoNexis, a company focusing on the introduction of nanomaterials to the building and construction industry, and I-Cube, a non-profit organization that promotes innovation competitions in Eastern Europe.
Andrew W. Lo
Harris & Harris Group Professor
Yale University, BA '80, Economics; Harvard
University, AM, PhD '84, Economics

Andrew Lo is a widely recognized expert in financial engineering and computational finance. He is the director of the MIT Laboratory for Financial Engineering, a research partnership between academia and industry designed to support and promote quantitative research in finance. His research interests include the empirical validation and implementation of financial asset pricing models; the pricing of options and other derivative securities; financial engineering and risk management; trading technology and market microstructure; statistics, econometrics, and stochastic processes; computer algorithms and numerical methods; financial visualization; nonlinear models of stock and bond returns; hedge-fund risk, return dynamics, and risk transparency; and, most recently, evolutionary and neurobiological models of individual risk preferences and financial markets.

He has published numerous articles in finance and economics journals. He is a coauthor of The Econometrics of Financial Markets (Princeton University Press, 1996), and A Non-Random Walk Down Wall Street (Princeton University Press, New Ed. Edition, 2001). He is currently an associate editor of the Annals of Economics and Finance, Financial Analysts Journal, the Journal of Portfolio Management, the Journal of Computational Finance, and the Review of Economics and Statistics. His awards include the Alfred P. Sloan Foundation Fellowship, the Paul A. Samuelson Award, the American Association for Individual Investors Award, the Graham and Dodd Award, the 2001 IAFE-Sungard Financial Engineer of the Year award, a Guggenheim Fellowship, and awards for teaching excellence from MIT. He is a former governor of the Boston Stock Exchange. He currently serves as a research associate of the National Bureau of Economic Research, a member of the NASD’s Economic Advisory Board, and founder and chief scientific officer of AlphaSimplex Group, LLC, a quantitative investment management company based in Cambridge, Massachusetts.
Richard Locke has been a consistent voice for integrating social and economic concerns into curriculum and research. His teaching case on Nike’s response to NGO pressures to address labor standards of Nike contractors was selected for teaching at MIT Sloan’s 50th Anniversary Convocation. His work has also had an impact on Nike’s business practices, helping the company to integrate reporting and auditing labor conditions with its quality improvement efforts. Locke was named a 2005 Faculty Pioneer in Academic Leadership by the Aspen Institute.

Locke, along with MIT Sloan colleagues, spearheaded the development of the Laboratory for Sustainable Business (S-Lab). This course seeks to provide students with in-depth knowledge of the various sustainability issues society faces today; a set of analytical tools and frameworks that will help them understand and analyze as well as impact these issues; and experience working with a firm or organization currently developing new business models—or reforming existing ones—in line with sustainable development. Locke also pioneered the popular Global Entrepreneurship Laboratory (G-Lab), a course that teaches students about entrepreneurship in developing countries by placing them in internships with startups in an array of emerging markets. Locke’s research focuses on economic development, comparative labor relations, and political economy. He is currently working on two projects. The first analyzes patterns of entrepreneurship and economic development in southern Italy and northeast Brazil, two regions supposedly void of trust and lacking the “right” institutions—both factors often seen as prerequisites for development. Locke’s research shows that both trust and development can be created in these two supposedly “backward” regions and that this has implications for development in other regions as well. Locke’s second research project focuses on globalization and labor standards in the athletic footwear/sportswear industries.

Locke is faculty director of the MIT Sloan Fellows Program, a mid-career executive education program at MIT Sloan and codirector of the MIT Italy Program, an innovative collaboration with Italian private and public partners. In addition to MIT, Locke has taught at the Universita Degli Studi Ca’Foscari in Venice; the Georg-August Universitat in Göttingen; Oxford University; and the Federal University of Rio de Janeiro. At MIT, Locke teaches at both MIT Sloan and in the Department of Political Science.

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Shari Loessberg is an experienced entrepreneur in established and emerging markets. In the United States, she founded and runs Big World, a strategy firm focused on new ventures in new markets. She also cofounded Zeta Networks, an optical networking firm built on technology developed at MIT. In addition, Loessberg spent five years in Moscow where she was a partner, director, and general counsel of Brunswick (now UBS Russia), a startup investment firm in the brutally entrepreneurial Russian equity market. She has particular experience in emerging market venture capital fund formation, entrepreneurship in emerging economies, and the evolving issues and standards of corporate governance in the U.S. and abroad. Loessberg is a director-designate of Parkhead Group Ltd., a startup investment firm in the Vietnamese equity market; a director of National Financial Partners (NYSE: NFP); chairman of the board of the International Institute of Boston; and chairman of the board of overseers of the Boston Symphony Orchestra.

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Stuart Madnick finds ways to integrate information systems to provide organizations with a more global view of their operations. He is also involved in introducing new types of “aggregator” Internet applications—on-line applications that accumulate and synthesize information. A current project he’s working on identifies new technologies for gathering and analyzing information from many different sources including conventional databases and the World Wide Web. Madnick is testing these new technologies in the financial services, manufacturing, logistics, counter-terrorism, and transportation industries.
Thomas W. Malone

Patrick J. McGovern (1959) Professor of Management
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Thomas W. Malone is the founder and director of the MIT Center for Collective Intelligence and was one of the two founding directors of the MIT Initiative on "Inventing the Organizations of the 21st Century." Malone teaches classes on leadership and information technology, and his research focuses on how new organizations can be designed to take advantage of the possibilities provided by information technology.

In an article published in 1987, Malone predicted many of the major developments in electronic business over the last decade: electronic buying and selling, electronic markets for many kinds of products, "outsourcing" of non-core functions in a firm, and the use of intelligent agents for commerce. The past two decades of Professor Malone’s research are summarized in his book, The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life (Harvard Business School Press, 2004). Malone is an inventor with 11 patents. He has also published more than 50 articles, research papers, and book chapters along with coediting three books: Coordination Theory and Collaboration Technology (Erlbaum, 2001), Inventing the Organizations of the 21st Century (MIT Press, 2003), and Organizing Business Knowledge: The MIT Process Handbook (MIT Press, 2003). Malone has been a cofounder of three software companies and has consulted and served as a board member for a number of other organizations. He speaks frequently for business audiences around the world and has been quoted in numerous publications such as Fortune, New York Times, and Wired. Before joining the MIT faculty in 1983, Malone was a research scientist at the Xerox Palo Alto Research Center (PARC), where his research involved designing educational software and office information systems.

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Gustavo Manso’s research interests are in corporate finance, contract theory, economics of organizations, and entrepreneurship. His recent research projects have been concerned with incentives for innovation and with dynamic investment and financing decisions of the firm. He was awarded the Lehman Brothers Fellowship for Research Excellence in Finance in 2006.

David McAdams
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David McAdams explores how buyers and sellers interact strategically in a variety of settings including markets, auctions, and bargaining. Recent projects include extending classic oligopoly theory to settings in which firms compete in such dimensions as price, advertising, and research; the development of the theory of “multi-unit auctions” to shed light on Treasury bond auctions, IPOs, electricity procurement, and other applications; and showing how a seller’s no-commitment power can still bargain successfully with several buyers.

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If you want an expert on industrial and labor relations with a focus on bargaining, contact Professor Emeritus Bob McKersie. Coauthor of Strategic Negotiations (Harvard Business School Press, 1995), McKersie researches strategies being pursued by different industries to bring about more effective organizational changes. He is also coauthor of The Transformation of American Industrial Relations (Basic Books, 1986) and Pay, Productivity, and Collective Bargaining (Macmillan, 1983).
Jeffrey A. Meldman
Senior Lecturer; Director of Sloan Undergraduate Programs; Associate Dean, MIT Office of the Dean for Undergraduate Education
MIT, SB ’65, SM’70, PhD ’75, Electrical Engineering and Computer Science; Harvard Law School, JD ’68

Intellectual property and computer privacy are key areas of interest for Jeffrey Meldman, an expert on the legal protection of privacy in computer-based information systems, intellectual property rights in computer software and data, and formal models of legal substance and procedure. Meldman has served as chairman of the Massachusetts Security and Privacy Council and as a member of committees of the National Academy of Sciences and the Congressional Office of Technology Assessment. He has also served as adviser to the Federal Judicial Center.

Amy Mokady
Lecturer
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Since the early 1990s, Amy Mokady has held a number of senior sales, marketing, and business development roles at both startup and multi-national companies. She was a cofounder and marketing director of STNC Ltd., a mobile startup acquired by Microsoft in 1999. Other roles have included head of product strategy and international development at Hutchison 3G, working closely with Hutchison’s worldwide UMTS operations, and director of business development at QUALCOMM Internet Services, where she was responsible for defining the company’s European BREW strategy. More recently, Mokady was vice president of business development at Pogo Mobile Solutions, a startup focused on the ease of using mobile data. Currently, Mokady is entrepreneur-in-residence at the Cambridge-MIT Institute where she is responsible for the commercialization of CMIs research portfolio. She is also vice president of sales and marketing for Light Blue Optics, a Cambridge University spin-out.
Kenneth P. Morse
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MIT, BS ’68, Political Science; Harvard Business
School, MBA ’72

Prior to coming to MIT Sloan in 1996, Morse played a key role in launching six MIT-related high-tech startups. Five did well and one was “a disaster.” Morse is the managing director of the MIT Entrepreneurship Center, whose mission is to educate and nurture the leaders who will make startup companies successful. Morse co-teaches the Entrepreneurship Laboratory and the Global Entrepreneurship Lab courses in which MBA, engineering, and science students work in teams on important projects in early-stage ventures inside Massachusetts’ Route 128 and around the world. He also co-teaches a course on high-tech and sales management. His particular areas of experience include the international sales and marketing challenges of fast-growing, high-tech firms. He lived for eight years in China and for four years in Brussels, where he was EMEA managing director of an enterprise software company. Morse is concurrently a visiting professor of Entrepreneurship, Innovation and Competitiveness at Delft Technical University.

Mark Mortensen
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Mark Mortensen studies group dynamics and the effects of technology on interpersonal interaction, particularly within the context of geographically distributed teams. His recent research includes studies of team boundaries, distributed team structure, multiple team membership, the use of expatriate assignments, and the nature of conflict within geographically co-located and distributed work teams.
Fiona Murray
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Merton College, University of Oxford, BA ‘89, Chemistry; Harvard University, MS ‘92, Engineering Sciences, PhD ’96, Applied Sciences

Fiona Murray studies and teaches innovation and entrepreneurship with an emphasis on the life science sector. She focuses on the academic industry nexus with a broad research agenda that aims to uncover the relationships and influences that characterize the growing interchange between academic and industry scientists. Her research examines how growing economic incentives, particularly intellectual property (IP), influence the rate and direction of scientific progress among academic scientists. She also studies how new life science businesses build organizations that are both commercially successful and at the forefront of science. Her recent work has examined issues such as the patenting of the human genome, the current policies associated with the use of human d=embryonic stem cells, and the importance of access to research materials including transgenic animals, tissue, etc. Currently, Murray is studying the role of female life science faculty in the commercialization of their research and the gender differences in patenting, founding, and industry relationships. Her research is published in leading management and economics journals as well as scientific journals such as Science, the New England Journal of Medicine and Nature Biotechnology.

She has recently initiated an important new focus on the scientific competitiveness of a diverse range of countries including China, Singapore, and Taiwan, and its implications for global R&D strategies.

Stewart C. Myers
Williams College, AB ‘62; Stanford University, MBA ‘64, PhD, ‘67

Stewart Myers’s research has concentrated on the theory and practice of corporate finance including the role of information and incentives in corporate financing and methods for evaluating corporate investments. Recent research projects include the valuation of investments in R&D, risk management, the allocation of capital, and the theory of corporate governance. Myers is the coauthor of the classic textbook, Principles of Corporate Finance, which is now in its ninth edition. He is a past president of the American Finance Association, a Research Associate of the National Bureau of Economic Research, and a director of The Brattle Group, Inc. and the Cambridge Endowment for Research in Finance.
J.D. Nyhart
Professor of Management and Ocean Engineering, Emeritus
Princeton University, AB ‘53; Harvard Law School, JD ‘58

J.D. Nyhart focuses on how computers and new information/communication technologies affect the way laws are developed and how they can help people negotiate better and reach agreements more collaboratively. Current interests include applications of information technologies concerned with the improvement of regulatory processes and other aspects of law and governance.

Elena Obukhova
Assistant Professor
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Elena Obukhova studies how globalization affects firms’ technology strategies. In particular, she is interested in high-skilled migration between developed and developing economies and its effects on the internationalization of R&D. Her current work focuses on the development of the semiconductor design industry in China.

Wanda J. Orlikowski
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Wanda Orlikowski actively investigates the ongoing relationship between information technologies and organizations with particular emphasis on structures, cultures, work practices, and change. She has examined the use of groupware technologies in organizations and the social and technological aspects of working virtually. She is currently studying distributed collaboration within and across organizations.
James B. Orlin
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James Orlin has developed improved solution methodologies for problems in airline scheduling, railroad scheduling, logistics, network design, telecommunications, inventory control, and marketing. He is especially interested in developing techniques that obtain high-quality solutions in a short amount of computation time. Together with MIT Sloan colleague Thomas L. Magnanti and Ravindra K. Ahuja, he has written the award-winning text *Network Flows: Theory, Algorithms, and Applications* (Prentice Hall, 1993).

Paul Osterman
Nanyang Technological University Professor
Oberlin College, BA ’68, History; MIT, PhD ’76, Economics/Urban Studies and Planning

Paul Osterman’s research concerns changes in work organization within companies; career patterns and processes within firms; economic development; urban poverty; and public policy surrounding skills training and employment programs.

Osterman has been a senior administrator of job training programs for the Commonwealth of Massachusetts and has consulted widely for government agencies, foundations, community groups, firms, and public interest organizations.


Professor Osterman is also the author of *Employment Futures: Reorganization, Dislocation, and Public Policy; Getting Started: The Youth Labor Market; The Mutual Gains Enterprise: Forging a Winning Partnership Among Labor, Management, and Government;* and *Change At Work*. He is the editor of two books, *Internal Labor Markets and Broken Ladders: Managerial Careers in the New Economy*. In addition, he has written numerous academic journal articles and policy issue papers on such topics as labor market policy, the organization of work within firms, careers, job training programs, economic development, and anti-poverty programs.
Jun Pan
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Jun Pan researches derivatives markets, credit risk modeling, risk management, and the term structure of interest rates. She has coauthored several papers on value at risk and has received prominent honors including a Lieberman Fellowship at Stanford Business School.

John Parsons
Senior Lecturer; Executive Director, MIT Center for Energy and Environmental Policy Research
Princeton University, AB ’80, Economics;
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John Parsons is the executive director of the MIT Center for Energy and Environmental Policy Research and the executive director of the Joint Program on the Science and Policy of Global Change. Before returning to MIT, he was a vice president in the finance practice at the consulting firm CRA, where for 10 years he worked with major international oil companies, electric utilities, international pharmaceutical companies, and mining companies and commodity processors on a wide variety of risk management and valuation matters. His research includes publications on theoretical and applied hedging and risk management problems.

David Pelly
Lecturer
MIT, SB ’94, Physics, SB ’94, Electrical Engineering and Computer Science; Harvard University, MBA ’98

David Pelly is an expert in energy technology R&D, entrepreneurship, venture financing, policy, and commercialization. As an entrepreneur-in-residence at Matrix Partners, Pelly is focused on developing a venture capital appropriate energy and “cleantech” investment strategy. Pelly has founded and built energy technology and venture-backed companies and has consulted to large and startup energy companies, venture capitalists, and hedge funds. At MIT, Pelly co-created and co-teaches a project-based graduate course called “Energy Ventures.” He also has 20 years of golf industry experience with his family’s golf instruction business, Dave Pelz Golf.
Georgia Perakis
Associate Professor of Operations Research
University of Athens, BS ’87, Mathematics; Brown University, MS ’88, Applied Mathematics, PhD ’93, Applied Mathematics and Operations Research

Georgia Perakis teaches courses on optimization, quantitative models for managers, analysis of transportation systems, dynamic pricing, and revenue management. In her research, she investigates the theory and practice of optimization and equilibrium problems. She is particularly interested in how optimization models can be applied to solve complex problems in transportation, pricing, and revenue management. She also studies the mathematical structure that lies behind optimization, as well as the equilibrium problems in static and dynamic environments. Perakis has received the CAREER Award from the National Science Foundation and the PECASE award from the Office of the President on Science and Technology.

Luis Perez-Breva
Lecturer
Institut Químic de Sarrià, Barcelona, Spain, MS ’99, Chemical Engineering, Diploma ’98, Industrial Business Management; Ecole Normale Superieure Paris-Ulm, MS ’04, Physics; MIT, PhD ’07, Computer Science

Luis Perez-Breva is part of MIT’s Innovation Teams program in which students spend a semester collaborating with laboratory directors, evaluating go-to-market strategies for breakthrough discoveries. Additionally, Perez-Breva collaborates in the innovation curricula of the MIT-Portugal Program and serves as innovation advisor for MISTI’s MIT-Spain.

Perez-Breva’s interests and activities lie at the intersection of innovation and research. Perez-Breva is interested in the creation of innovation ecosystems and the internationalization of MIT’s innovation ecosystem. Perez-Breva’s research interests span to the use of economic theory as a tool for inference, with application to a wide range of unsuspecting fields, from synthetic biology to modeling market, and social dynamics from data. In 1999, Perez-Breva helped create Polaris Wireless, a software-based cell phone location solution, where he played roles both as main inventor and liaison between business and technical professionals. Other “less successful” attempts complete Luis’s colorful experience through entrepreneurship both in Europe and the United States. Perez-Breva continues to be an active entrepreneur, pursuing projects that take his current research out of the laboratory.
Robert Pindyck’s most recent research focuses on irreversible investment decisions, the role of network effects in market structure, and the behavior of commodity prices. He is the coauthor of *Investment Under Uncertainty* (Princeton University Press, 1994), which demonstrates that the traditional “net present value” rule for capital investment decisions can lead to wrong answers since it ignores the irreversibility of most investment decisions and the option of delaying an investment. Recently, Pindyck has extended these ideas to the timing and design of environmental policy, as well as R&D decisions and patent valuation. His work on network effects focuses on market structure in the pharmaceutical and computer industries. His work on commodity markets examines the random structure of long-term and short-term price evolution and the implications for hedging and investment.

Roberta Pittore focuses on communication as it influences teamwork, perceptions of leadership, and decision making in organizations. Her teaching emphasizes the design and analysis of persuasive messages and in using negotiation techniques to foster business decisions. Prior to teaching, Pittore spent more than 20 years in the corporate sector where her work included communication consulting, executive training, working as a stockbroker for E.F. Hutton, and the role of associate vice president at Prudential Bache Securities.
William F. Pounds
Professor Emeritus of Management; Dean Emeritus
Carnegie Institute of Technology, BS ’50, Chemical Engineering, MS ’59, Mathematical Economics, PhD ’64, Graduate School of Industrial Administration

An expert in corporate governance and operations management, William Pounds has served as a director of many companies and as a trustee of a number of non-profit organizations. From 1981 to 1991, he was the senior adviser to the Rockefeller family. His research delves into the problems of governance, operations management, quantitative methods of managerial analysis, and cognitive theories of decision making.

Robert C. Pozen
Senior Lecturer; Economics, Finance & Accounting
Harvard College, ’68; Yale University School of Law, JD ’72

Robert C. Pozen is chairman of MFS Investment Management, which manages over $200 billion in assets for over five million investors worldwide. This represents an increase of 50% from the first half of 2004 when Pozen was named to his current position.


In 2003, Pozen also served as Secretary of Economic Affairs for Massachusetts Governor Mitt Romney. He helped the governor close the state’s large budget gap and reorganize its functions in business and technology, labor and workforce training, and consumer affairs. In addition, he supervised the banking and insurance departments.

Pozens was formerly vice chairman of Fidelity Investments and president of Fidelity Management & Research Company, the investment advisor to the Fidelity mutual funds. During Pozens’s five years as president, Fidelity’s assets increased from $500 billion to $900 billion. From 1987 to 1996, Pozens was managing director and general counsel of Fidelity Investments. In that role, he created Fidelity’s Charitable Gift Fund, launched Fidelity’s entry into the Japanese mutual fund business, and served as a director of its credit card bank.

Before joining Fidelity, Pozens was a partner at the Washington, D.C., law firm of Caplin & Drysdale where he led the banking/securities department from 1981 to 1986. Prior to that, Pozens was associate general counsel to the Securities & Exchange Commission from 1978 to 1980. Pozen was also a law professor at Georgetown and New York University from 1973 through 1977.
If you’re seeking input on consumer behavior and credit cards, tap the expertise of Drazen Prelec, an authority on people’s attitudes toward borrowing and saving. In his work, Prelec interjects psychological reasoning into the study of economic and consumer behavior. In one line of inquiry, he suggests that the traditional economic notion that people make choices by balancing the costs and benefits of alternative options overlooks the influence of personal decision-making rules. In another, he questions the economic assumption that people are invariably impatient and prefer to have good things sooner rather than later. In other intriguing studies, he probes which items people prefer to save for and which ones they buy on credit, as well as whether people with credit cards spend more than they should.

John Preston is well versed in starting new businesses, raising venture capital, and managing intellectual property. He is CEO of a local high-tech company and serves on several boards of directors. He managed MIT’s intellectual property (Technology Licensing Office) and is skilled at moving technology from academia to commerce. He has helped create more than 100 new companies.

Jun Qian’s research interests are in corporate finance and financial institutions. He also applies financial economic theories to the development of financial systems in emerging countries with a particular focus on India and China. His recent research has been published in top academic journals such as the Journal of Finance, Journal of Financial Economics, and Journal of International Economics. He is a research fellow at the Wharton Financial Institutions Center.
John M. Reilly
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Energy, environmental, and agricultural economist John Reilly focuses on understanding the role of human activities as a contributor to global environmental change and the effects of environmental change on society and the economy. A key element of his work is the integration of economic models of the global economy as it represents human activity with models of biophysical systems, including the ocean, atmosphere, and terrestrial vegetation. By understanding the complex interactions of human society with our planet, the goal is to aid in the design of policies that can effectively limit the contribution of human activity to environmental change, to facilitate adaptation to unavoidable change, and to understand the consequences of the deployment of large scale energy systems that will be needed to meet growing energy needs.

Nelson P. Repenning
Associate Professor of Management
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Nelson Repenning’s work focuses on understanding the factors that contribute to the successful implementation, execution, and design of business processes. Current research interests include organizational change, process improvement applied to new product design, and the development of cross-disciplinary management theory. His work draws on a number of modeling methods including simulation, non-linear dynamics, and game and contract theory.
Edward B. Roberts
David Sarnoff Professor of Management
MIT, SB, SM ’58, Electrical Engineering, SM ’60, Management, PhD ’62, Economics

A long-time expert on entrepreneurial endeavors, Edward Roberts has literally written the book on high-tech business creation and growth. His *Entrepreneurs in High-Technology: Lessons from MIT and Beyond* (Oxford University Press, 1991) won the Association of American Publishers Award for Outstanding Book in Business and Management. Roberts is founder and chair of the MIT Entrepreneurship Center and, for more than 30 years, chaired MIT Sloan’s Management of Technological Innovation and Entrepreneurship Group. He cofounded and for nearly 20 years co-chaired the mid-career MIT Management of Technology (MOT) program. Most recently, he introduced and chairs the Entrepreneurship & Innovation Program within the MIT Sloan MBA Program. Over the past 45 years, Roberts has become internationally known for his research, teaching, and active involvement in many aspects of technology management, including technology strategy, corporate venturing, product innovation management, and technology-based entrepreneurship. He served as codirector of the MIT International Center for Research on the Management of Technology.

Roberts is actively involved as a cofounder, board member, and angel investor in many high-tech startups. Roberts cofounded and was CEO of Pugh-Roberts Associates, an international management consulting firm, now a division of PA Consulting Group. He cofounded and is a director of Medical Information Technology, Inc. (Meditech), a leading producer of health care information systems. He also cofounded and serves as a director of Sohu.com, Inc., a leading Chinese Internet firm. In addition, Roberts cofounded and for 16 years served as a general partner of the Zero Stage Capital and First Stage Capital Equity Funds, a group of venture capital funds investing in early-stage technology-based firms. He later cofounded CommonAngels. He has been a cofounder and/or director of numerous other emerging technology companies, including DynoMedia (Beijing), PR Restaurants, Interactive SuperComputing, and Visible Measures. Roberts has authored 160 articles and eleven books, the most recent being *Innovation: Driving Product, Process and Market Change* (Jossey-Bass/Wiley, 2002). Roberts holds four degrees from MIT.

Roberto Rigobon
Associate Professor of Economics
Venezuela, USB ’84, Electrical Engineering, MBA ’91, IESA; MIT, PhD ’97, Economics

Roberto Rigobon is an excellent source on international economics, monetary economics, and development economics. In international economics, Rigobon focuses on the causes of balance-of-payments crises, financial crises, and the propagation of these factors across countries. In monetary economics he has studied how the Federal Reserve changes its interest rate policy when there are shocks to the stock market.
John F. Rockart
Senior Lecturer, Emeritus, of Information Technology
Princeton University, AB ’53; Harvard Business School, MBA ’58; MIT, PhD ’68, Management

John Rockart investigates managers’ usage of computer-based information with a special concentration on the need to design information flow for effective decision making. He also studies the changing role of information technology and the implementation of integrated global systems. His book, Executive Support Systems: The Emergence of Top Management Computer Use (Dow Jones-Irwin, 1988) won the 1989 Nonfiction Computer Press Association Book of the Year Award.

Donald B. Rosenfield
Senior Lecturer; Director, Leaders for Manufacturing Fellows Program
MIT, SB ’71, Mathematics, SM ’71, Operations Research, Electrical Engineering; Stanford University, PhD ’74, Operations Research

Donald Rosenfield focuses on operations management and strategy. His specific areas of interest include supply chain management and strategy, the strategic impact of the entire range of operations decisions in both manufacturing and services, and the interface between manufacturing and the supply chain. He also focuses on the impact of globalization on operations and the supply chain. Some particular issues include what types of locations and strategies companies follow in developing global strategies and entering new markets. He is the recent coauthor of Operations Leadership, Competing in the 21st Century.

Stephen A. Ross
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California Institute of Technology, BS ’65; Harvard University, PhD ’69

A widely published author in finance and economics, Stephen Ross is best known as the inventor of the Arbitrage Pricing Theory of Agency, as well as the co-discoverer of risk-neutral pricing and the binomial model for pricing derivatives. His book, Corporate Finance, is in its fourth edition. Ross’ current research efforts involve a variety of phenomena in financial markets. He is a cofounder of Roll & Ross Asset Management Corporation, a fellow of the American Academy of Arts and Sciences, director of Freddie Mac, Algorithmics, Inc., and a former director of the College Retirement Equities Fund.
Mary P. Rowe
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Swarthmore College, BA '57, History (International Relations); Columbia University, PhD '71, Economics

As a conflict resolution specialist and an expert in interpersonal negotiations, Mary Rowe is an MIT Ombudsperson reporting to the President of MIT. She hears from hundreds of people a year about serious conflicts and concerns and serves as an informal, confidential conflict resolution specialist. Her research interests focus on uses of power in interpersonal negotiations, harassment, dispute resolution system design, and coping with difficult people. She is especially interested in the role of “bystanders” in helping affirm professional and productive behavior within organizations. Rowe has taught Negotiations and Conflict Management. She consults widely to corporations, academic institutions, and government agencies. Her writing probes the subtle inequities experienced by people who are “nontraditional” in any context, mentoring, and how to encourage ethical issues to surface in the workplace.

Sugata Roychowdhury
Theodore T. Miller (1922) Career Development Professor
Regional Engineering College, Jalandhar (India), B Tech; International Management Institute, New Delhi (India), MBA; University of Rochester, MS, PhD, Business Administration

Sugata Roychowdhury’s research interests lie in financial reporting and capital markets. He has investigated how managers alter real activities in order to meet accounting targets. His research also addresses the implications of contracting theory for conservatism in financial reporting and how financial reporting meets the dual needs of facilitating contracts and providing information for equity valuation. He is currently investigating the link between investor sentiment and strategic management disclosure. Roychowdhury has authored “Earnings Management through Real Activities Manipulation” (Journal of Accounting and Economics), “Asymmetric Timeliness of Earnings, Market-to-Book and Conservatism in Financial Reporting” (Journal of Accounting and Economics), and “Managerial Ownership and Accounting Conservatism” (Journal of Accounting Research).
Anjali Sastry explores learning, organizational change, and sustainability, drawing on her background in organizational theory, change management, and system dynamics. Her current focus is on how students can draw lessons from their experiences, sharpening their insights and skills as they go along. She also explores how to harness the tools of learning to enable change in complex organizations, with sustainability as a particular interest. Using computer simulation, system dynamics, and feedback thinking, she has studied imprinting in organizations, path dependence, punctuated change, organizational learning, and the pacing of change in organizations. Sastry’s research has appeared in a variety of publications including Administrative Science Quarterly, Energy Policy, Corporate Reputation Review, and Technology Review.

Imran Sayeed has more than 13 years of experience in software and services. He has written and spoken extensively in leading industry conferences and trade journals over the last 10 years on entrepreneurship, e-business, and technology.

Sayeed led netNumina from a 15-person startup to a leading technology strategy and consulting firm that raised more than $25M from leading venture capitalists and strategic investors and was named one of Computervoice’s top 100 emerging companies in 2000. Recently, netNumina was named to Inc. 500’s list of fastest-growing private companies in the United States. Previously, as a founder of Open Environment, Sayeed helped pioneer multi-tier client server technology and grew the company from a 10-person startup to an IPO and leader in the middleware market. Sayeed serves on the advisory board of several public and private software and wireless companies. Sayeed also holds a patent on technology for providing secure financial transactions over the Internet that he jointly developed with Citigroup. He is also the president of the Boston chapter of the Organization of Pakistani Entrepreneurs of North America (OPEN) and a director of OPEN National.
C. Otto Scharmer
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C. Otto Scharmer is a senior lecturer at MIT Sloan and the founding chair of ELIAS (Emerging Leaders Innovate Across Sectors), a program linking 20 leading global institutions from business, government, and civil society in order to prototype profound system innovations for a more sustainable world. He introduced the theoretical framework and practice called “presencing” in Theory U: Leading from the Future as It Emerges (2007) and in Presence: An Exploration of Profound Change in People, Organizations, and Society (2005), coauthored with MIT Sloan’s Peter Senge, Joseph Jaworski, and Betty Sue Flowers. Scharmer has consulted with global companies, international institutions, and cross-sector change initiatives in North America, Europe, Asia, and Africa.

Edgar H. Schein
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Richard Schmalensee is the Howard W. Johnson Professor of Economics and Management. He served as the John C. Head III Dean of the MIT Sloan School of Management from 1998 through 2007. He was a member of the President’s Council of Economic Advisers from 1989 through 1991 and deputy dean of MIT Sloan from 1996 through 1998. Schmalensee is the author or coauthor of 11 books and over 110 articles in professional journals and books, and coeditor of volumes I and II of the *Handbook of Industrial Organization*. His research has centered on industrial organization economics and its application to managerial and public policy issues with particular emphasis on antitrust, regulatory, and environmental policies. His recent work has focused on two-sided, platform businesses.

Schmalensee is a member of the International Academy of Management and the National Commission on Energy Policy and a fellow of the Econometric Society and the American Academy of Arts and Sciences. He is a director of the International Securities Exchange and the International Data Group and editor in chief of *Competition Policy Internationals*. 
David C. Schmittlein was appointed John C Head III Dean in August 2007. His research assesses marketing processes and develops methods for improving marketing decisions. Schmittlein is known for his work estimating the impact of a firm’s marketing actions, designing market and survey research, and creating effective communication, promotion, and interactive marketing strategies.

Schmittlein has served as a consultant on these marketing issues for numerous manufacturing and service firms, e.g., American Express, American Home Products, AT&T, Bausch & Lomb, Boston Scientific, Ford Motor Company, Frito-Lay, Gianni Versace S.p.A., Hewlett-Packard, Johnson & Johnson, Lockheed Martin, Pfizer, Revlon, Siebe PLC, The Oakland Raiders, The Quaker Oats Co., and Time Warner. He has more than 40 publications, most in leading journals in marketing, management, economics, and statistics. He has been an area editor for *Marketing Science* and a member of the editorial board for the *Journal of Interactive Marketing*, *Journal of Marketing Research*, *Marketing Letters*, and *Marketing Science*.

Prior to his appointment at MIT Sloan, he was the Ira A. Lipman Professor and a professor of marketing at the Wharton School of the University of Pennsylvania. He served as interim dean for the Wharton School during July 2007, and as the school’s deputy dean from 2000–2007. He served as chair of the editorial board for Wharton School Publishing. He also was the founding director of Wharton’s interdepartmental MBA major titled Managing Electronic Commerce.

Schmittlein serves on the International Advisory Board for Groupe HEC, the leading French business school, and on the Academic Advisory Board for the China Europe International Business School (CEIBS) in Shanghai. He has been a visiting professor in the faculty of economics at Tokyo University and a distinguished scholar in residence at Washington University’s John M. Olin School of Business. He is a member of the American Marketing Association, the American Statistical Association, and the Institute for Operations Research and Management Sciences (INFORMS).

Antoinette Schoar is an expert in corporate finance, entrepreneurship, and organizational economics, Antoinette Schoar researches venture capital, entrepreneurial finance, corporate diversification, governance, and capital budgeting decisions in firms. She has received the fellowship of the George Stigler Center, 1997 through 1999, and the ERP Doctoral Scholarship of the German Ministry of Trade, 1995 through 1997.
Andreas S. Schulz
Associate Professor of Mathematics of Operations Research
Technische Universität Berlin, Diplom '93, PhD '96, Mathematics

Andreas Schulz is an expert in operations research—the science of making better decisions based on profound mathematical models. A trained mathematician, he focuses on advancing our understanding of the theoretical limits of today’s optimization methods in view of incomplete information, non-coordinated decision making, or limited computational power. His industrial collaborations include projects in telecommunications network design, vehicle routing, and scheduling.

Michael S. Scott Morton
Jay W. Forrester Professor of Management, Emeritus
Carnegie-Mellon University, BS ’61, Industrial Management; Harvard University, DBA ’67

Michael Scott Morton studies the impact of computers and telecommunications on corporate strategy and how changes in information technology enable firms to radically rethink their business models. His work as director of the School-wide management program in the 1990s and, more recently, as codirector with MIT Sloan Professor Thomas Malone on the research project “Inventing the Organizations of the 21st Century,” has provided useful insights that are being explored and substantiated today. His paper, “The Transforming Power of Complementary Assets” (with Alan Hughes), was published in the summer 2006 issue of the MIT Sloan Management Review.
Peter M. Senge
Senior Lecturer
Stanford University, BS ’70, Engineering; MIT, SM ’72, Social Systems Modeling, PhD ’78, Management


Senge has lectured extensively throughout the world, translating the abstract ideas of systems theory into tools for better understanding of economic and organizational change. His areas of special interest focus on decentralizing the role of leadership in organizations so as to enhance the capacity of all people to work productively toward common goals. Senge’s work articulates a cornerstone position of human values in the workplace namely, that vision, purpose, reflectiveness, and systems thinking are essential if organizations are to realize their potentials. He has worked with leaders in business, education, health care, and government.

*The Fifth Discipline* hit a nerve deep within the business and education community by introducing the theory of learning organizations. Since its publication, more than two million copies have been sold globally. In 1997, *Harvard Business Review* identified it as one of the seminal management books of the past 75 years. Feature articles have appeared in *Business Week, Fortune, Fast Company, MIT Sloan Management Review*, and other leading business periodicals regarding the work of Senge and his colleagues.

*The Fifth Discipline Fieldbook*, which sold over 400,000 copies, was developed in response to questions from readers of *The Fifth Discipline* who wanted more help with tools, methods, and practical experiences in developing enhanced learning capabilities within their own companies. *The Dance of Change* is based on more recent experiences of companies developing learning capabilities over many years and the strategies leaders develop to deal with the many challenges this work entails.

The *Journal of Business Strategy* (September/October 1999) named Senge one of the 24 people with the greatest influence on business strategy over the last 100 years. The *Financial Times* (2000) named him one of the world’s “top management gurus.” *Business Week* (October 2001) rated Senge one of the top (ten) management “gurus,” and he was ranked 10th in *Human Resource* magazine’s “Top 100 Most Influential” in 2006.
Jeffrey Lee Shames
Senior Lecturer
Wesleyan, MFS ’77, Investment Management; MIT Sloan School of Management, MS ’83

Jeffrey Shames is the retired chairman of MFS Investment Management and the boards of trustees of the MFS Funds. He is executive in residence at MIT Sloan and serves on the Institute’s advisory councils for the MIT Sloan dean and the MIT Leadership Center. He also serves on the board of trustees of the X Prize Foundation and is a member of the board of directors of Elan, a biotech company.

Shames joined MFS in 1983 as an industry analyst and was named a portfolio manager in 1985, chief equity officer in 1987, president and a member of the board in 1993, and chairman and chief executive officer in 1998. In September 2002, he retired as CEO and retained the title of chairman until his retirement in February 2004.

In between college and graduate school, Shames served as a Peace Corps volunteer in Fiji and with the United States Department of Agriculture in Washington, D.C. He is a member of the board of trustees of the Berklee College of Music; the board of trustees of City Year, a national service organization; and a trustee of Hurricane Voices, a breast cancer foundation.

Abraham J. Siegel
Professor Emeritus of Management; Dean Emeritus
City College of New York, BA ’43, Economics; Columbia University, MA ’49, Economics; University of California Berkeley, PhD ’61, Economics

An expert in labor relations, negotiation, and organization studies, Abraham Siegel is a distinguished member of the MIT Sloan faculty. He teaches a course to MIT Sloan fellows focusing on the dilemmas and decisions in interpersonal relations and organizational settings. He also pursues research interests in labor economics and labor/management relations, conflict management and resolution, and organization design and personnel issues.
Duncan Simester is an expert on how economic theory, statistics, and operations research can contribute to the understanding and practice of marketing. Simester’s research includes several recent studies that focus on evaluating the effect of marketing decisions over the long term. His work on price cues investigates how customers form inferences about competitive prices from common marketing cues and shows that customers are often more sensitive to these cues than to actual prices. The research is often inter-disciplinary in nature, using methodologies developed in economics or operations research to make contributions to the academic literature. The research relies heavily on industry participation, and includes many large-scale field tests conducted with a variety of direct marketing companies and other retail firms.
Sarah Slaughter
Senior Lecturer
MIT, BS ’82, Civil Engineering and Anthropology,
MS ’87, Civil Engineering and Technology and Policy,
PhD ’91, Civil Engineering and Management Sciences

Sarah Slaughter is an expert source on strategies for sustainable infrastructure and the built environment that reduce business risk and resource use and encourage economic development as well as promoting disaster resiliency. Other areas of expertise are innovations in infrastructure and the built environment, particularly with respect to drought and water issues. Slaughter is one of the founding members of the MIT Laboratory for Sustainable Business, which offers students in-depth knowledge of and analytical methods for sustainability issues and experience working with firms committed to sustainable business development.

Slaughter founded MOCA Systems Inc., a company based on research at MIT. As president and CEO, she led two rounds of financing from private investors and venture capital firms, and the growth and development of the company.

Slaughter serves on the boards of the Infrastructure and the Constructed Environment National Research Council, the Civil Engineering Forum for Innovation, and the American Society of Civil Engineers. She is vice chairman of the Committee on Sustainable Infrastructure, National Research Council and a member of the Committee on Sustainable Infrastructure for Developing Countries, National Science Foundation.

In 2000, Slaughter was a recipient of the National Science Foundation CAREER Award, which is presented to a select group of researchers throughout the United States each year who are pursuing breakthrough research. In 1998, she was awarded Best Paper from the Journal of Architectural Engineering.

Ewa Sletten
Assistant Professor of Accounting
University of Lodz, Poland, BA ’00, Finance and Accounting; University of Illinois at Chicago, MS ’02, Accounting; Northwestern University, PhD ’07, Accounting

Ewa Sletten’s research focuses on corporate disclosure decisions, consequences of earnings manipulations, and executive compensation. Her recent work analyzes the affect of stock price changes, insider selling incentives, and litigation risk on discretionary disclosure. She has also studied the link between earnings manipulations and executive turnover. Her work on severance offered to new CEOs shows that severance can serve as insurance for managers who face increased ex ante probability of turnover.
John Sterman
Jay W. Forrester Professor in Computer Studies
Dartmouth College, AB ’77, Engineering and Environmental Systems; MIT, PhD ’82, System Dynamics

John Sterman is an expert in system dynamics, a framework for understanding complex situations used to discover why dysfunctional dynamics persist in organizations and how to overcome them. An expert on sustainability and climate change, Sterman also studies how to create and sustain process improvement throughout an organization, from the supply chain to product development to strategy. Recent applications span the semiconductor, automotive, computer, software, energy, financial services, and health care industries.

Thomas M. Stoker
Gordon Y Billard Professor in Management and Economics
University of Arizona, BS ’74, Mathematics; Harvard University, MS ’78, PhD ’79, Economics

Thomas Stoker is a leading researcher in a new field of theory called semi-parametric econometrics, which combines traditional economic models with flexible statistical techniques. Stoker has recently applied these methods to studying worldwide carbon monoxide emissions, household gasoline demand, British unemployment, and productivity in coal mining in the United States.

Alex Stomper
Visiting Assistant Professor, Economics, Finance & Accounting
Habilitation, University of Vienna, ’07

Alex Stomper specializes in corporate finance. His current research focuses on the effects of a firm’s financial structure on the firm’s strategy. Other projects concern credit risk measurement and the financial restructuring of firms in financial distress. Stomper’s research has been published in leading journals such as Management Science, the Journal of Financial and Quantitative Analysis, and the Review of Finance.
Gus Stuart specializes in the development of business theory using game theoretic approaches. His research includes the further development of “interactive decision theory,” which takes strategic uncertainty as the primary focus, and “added value theory,” which uses cooperative game theory to study businesses as the central players in economic value creation. Application of the research is principally to the fields of strategy and negotiations.

Prior to receiving his PhD, Stuart spent eight years developing and implementing information systems in high-technology manufacturing companies.

Tavneet Suri’s research centers on a variety of applied economics issues in Sub-Saharan Africa. She uses microeconomic and econometric models to examine the efficiency of household behavior and to understand subsequent policy implications. In addition, she often spends time in the field collecting her own survey data. Her research includes analyzing the costs and benefits households face when deciding whether to use rural seed technologies in Kenya, the extent of risk-pooling insurance mechanisms in rural Kenya, the trade-offs between child labor and schooling in Ghana, and the role of human development in policy sequencing across countries. Her ongoing projects investigate the role of cereal banks in reducing price variations and the impacts of the distribution of price information in rural Western Kenya.
Lester C. Thurow
Jerome and Dorothy Lemelson Professorship
Williams College, BA ‘60, Political Economy; Oxford University (Balliol College), MA ‘62, Philosophy, Politics, and Economics; Harvard University, PhD ‘64, Economics

Lester Thurow has been a professor of management and economics at MIT for more than 35 years. He was dean of the MIT Sloan School of Management from 1987 until 1993. He taught at Harvard from 1966 to 1968 after a term as a staff economist on President Lyndon Johnson’s Council of Economic Advisers. His formal academic work focuses on globalization, economic instability, and the distribution of income and wealth. He writes for the general public in a number of American and international newspapers, has been featured twice on 60 Minutes, and has been on the cover of The Atlantic magazine.


In the past, Thurow has served on the editorial board of the New York Times, as a contributing editor for Newsweek, and as a member of Time magazine’s Board of Economists. He is a fellow of the American Academy of Arts and Sciences and served as vice president of the American Economics Association in 1993.

Catherine Tucker
Douglas Drane Career Development Professor in Information Technology and Management
Oxford University, BA ‘99, Economics; Stanford University, PhD, ‘05

Specializing in the economics of technology diffusion, Catherine Tucker explores the interaction of pricing structure and technology adoption by firms. The aim of her research is to guide firms to the best marketing strategies to speed up adoption of their products. She is interested in particular by empirical studies of the pricing and adoption of interactive technologies, network effects, search behavior, social networks, and word-of-mouth.
Glen L. Urban
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University of Wisconsin, BS ’63, Mechanical Engineering, MBA ’64; Northwestern University, PhD ’66, Marketing

Glen Urban concentrates on the fascinating area of trust-based marketing on the Internet. How trust is built on a website, how website design can maximize sales and trust, and how a trust-based marketing system may provide an alternative to the “push” type of marketing commonly observed are just a few of the facets that Urban explores. His current research focuses on customer advocacy. His new Theory A aligns the firm as a representative of the customers needs and leads to transparency, unbiased advice, trusted advisers, and best products.

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James M. Utterback
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James Utterback delves into the emergence of dominant product designs and studies how to develop products in keeping with a company’s overall strategy. He also probes how to move concepts effectively to market. Utterback recently coauthored Design-Inspired Innovation (World Scientific Publications, Dec. 2006), which contains a wealth of information about the design process using numerous real-world examples and proposes that success often comes in clusters as formal and informal networks promote innovation and growth. He is also the author of the influential Mastering the Dynamics of Innovation (Harvard Business School Press, 1994), which looks at the creative and destructive effects of technological change on the life of a company.

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Eric Van den Steen uses game theoretic tools to study strategy and organization design. His work has focused on the role of managerial vision in firms, on mechanisms that make managers overoptimistic and overconfident, and on the sources and effects of organizational homogeneity.
John Van Maanen
Erwin H. Schell Professor of Management
California State University (Long Beach), BA ’65, Political Science; University of California (Irvine), MS ’68, Social Administration, PhD ’72, Sociology

John Van Maanen studies groups of people the old-fashioned way: by living with them. Among the groups he has studied ethnographically are Gloucester fishermen, Disneyland ride operators, United States patrol officers, and London detectives and their supervisors. Cultural descriptions figure prominently in his writings about occupational conflicts, organizational careers, and work routines. His recent studies examine the social history of ethnographic understanding of work organizations and the various ways particular occupation identities take shape and change work settings.

Jorge R. Vera
Visiting Professor
Mathematical Engineering ’86, University of Chile, MSc ’90, PhD ’92, Cornell University

Jorge Vera’s interests are in the area of operations research and operations management. He has a special interest in the use of mathematical models to aid decision making in industry. His research interests have been on understanding factors which affect sensitivity and robustness of the solutions provided by optimization models, particularly those used in real decision making. He has developed applied research and consulting for the forest industry and for the wine industry in Chile, among other areas. His current research focuses on the use of robust optimization methodologies in supply chain problems in those application areas. He also teaches operations research and management science at the undergraduate and graduate level, as well as in Executive Education.
Rodrigo Verdi has broad interest in capital markets research in accounting and finance. His past research investigates the economic consequences of financial reporting quality to investment efficiency and to the cost of capital. He has also studied the interaction between accounting information, voluntary disclosure, and market efficiency. Overall, Verdi’s research provides insights on the role of accounting information in corporate finance decisions and in the capital markets’ behavior.

Eric von Hippel’s research discovers and explores patterns in the sources of innovation and develops new processes to improve the “fuzzy front end” of the innovation process—the end where ideas for breakthrough new products and services are developed. In his most recent book, *Democratizing Innovation* (MIT Press April 2005), von Hippel shows how communities of users are actually becoming such powerful innovation “engines” that they are increasingly driving manufacturers out of product development altogether—a pattern he documents in fields ranging from open source software to sporting equipment. This discovery has been used to better understand the innovation process better and to develop new innovation processes for industry. He is currently leading a major research project to discover how these user innovation communities work and how and whether the same principles might extend to many areas of product and service development.

Jiang Wang’s research focuses on the pricing of financial assets and investment and risk management. He is currently working on the characterization of financial risks, the impact of liquidity on asset prices, optimal trading execution, and optimal portfolio choices. He is also doing research on financial development in China.
Ross Watts
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Specializing in accounting and corporate governance, Ross Watts investigates the relationship between accounting’s roles in contracting, the firm and financial reporting, and the nature of accounting and its methods, particularly conservatism. Watts uses the evidence from that investigation to evaluate recent accounting standards introduced or proposed by standard setters such as the FASB or the SEC. He is a source for explicit stories on how recent standards generated or will generate accounting manipulation and fraud.

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Joseph Weber specializes in empirical work on the importance of accounting information in financial contracts. His recent work documents how an innovation in the commercial debt market—performance pricing—allows for more efficient contracting by reducing the expected renegotiation costs of the contract. Weber’s research has recently appeared in The Accounting Research. When not conducting research, Weber teaches the managerial accounting elective, which is available to first and second year MBA students at MIT Sloan. Prior to entering academia, Weber worked for Price Waterhouse and AXA Financial.
Peter Weill
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Peter Weill is director of MIT Sloan’s Center for Information Systems Research (CISR), whose mission is to perform practical empirical research on how enterprises generate business value from IT. Weill’s research is on the role, value, and governance of IT in enterprises. In 2007, Ziff-Davis and eWeek.com recognized Weill as one of “Top 100 Most Influential People in IT.”

Birger Wernerfelt
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With expertise in sales and sales processes, Wernerfelt focuses much of his research comparing alternative selling formats in terms of their profitability and their effect on consumer surplus.

Christopher Wheat
Assistant Professor of Strategy
Princeton University, BS ’95, Mechanical and Aerospace Engineering; Stanford University, MS ’98, Computer Science; Harvard University, MA ’02, Sociology; PhD ’05, Organizational Behavior

Christopher Wheat studies how the behavior of individuals and organizations reflects the structural features of the social and economic environment. His research explores how firms interact with industry boundaries in their exchange with one another and how states are characterized as environments for economic action by the global pattern of international exchange. He is particularly interested in advancing the use of social network methodologies in the study of organizations and strategy.
Alan F. White
Senior Associate Dean
Miami University, AB ’65, Political Science; MIT, SM ’71, Management

Alan White’s expertise in international activities, human resource management, and marketing provides solid grounding in overseeing the directors of all MIT Sloan programs, as well as the offices and services that support them. White is also responsible for MIT Sloan’s international activities and is currently directing activities in China. In addition to his MIT Sloan commitments, he serves on the boards of several prestigious organizations, including Management Sciences for Health, Startupavenue.com, Ceridian, and SBS Technologies. He is active in matters related to corporate governance.

Andrew M. Wolk
Senior Lecturer, Social Entrepreneurship
Lehigh University, BA ’86; Boston University, MBA ’99, Entrepreneurship and Nonprofit Management

Andrew Wolk is a senior lecturer in social entrepreneurship at MIT Sloan and in the department of Urban Studies and Planning at MIT. Wolk is widely recognized as leading social innovator and a pioneering teacher of social entrepreneurship. He is also the founder, president, and CEO of Root Cause. Root Cause develops and supports enduring solutions to social problems through strategy consulting, knowledge dissemination, and the building of sustainable social enterprises. Root Cause currently leads two social enterprises. The first, the Social Innovation Forum, is an annual competition that identifies and directs new resources to innovative nonprofits. InnerCity Entrepreneurs (ICE) is a streetwise MBA program that supports existing and urban businesses. He recently received the first-ever Rising Star Award from Boston University’s School of Management. For three years, he has been among a select few serving on the advisory board of the Social Capitalist Awards, which are sponsored by Fast Company magazine and the Monitor Group.
Peter Wysocki
Associate Professor
Queen’s University, BSc ’90, Engineering Physics; University of British Columbia, MA ’91, Economics; University of Rochester, MS ’97, PhD ’99, Business Administration

Peter Wysocki specializes in empirical work on the links between financial markets, corporate governance, and the accounting disclosures of United States and international firms. His recent work compares corporate earnings management and manipulation across countries and the impact of institutional factors on firms’ accounting choices around the world. Wysocki’s writings have recently appeared or are forthcoming in The Journal of Financial Economics and The Journal of Accounting and Economics.

JoAnne Yates
Deputy Dean; Sloan Distinguished Professor of Management
Texas Christian University, BA ’74, University of North Carolina, MA ’75, PhD ’80

JoAnne Yates examines communication and information as they shape and are shaped by technologies and policies over time. Her research encompasses both historical and contemporary organizations with a focus on changing communication and information technologies and the related work practices. Her most recent historical book, Structuring the Information Age: Life Insurance and Technology in the Twentieth Century, provides insight into the largely unexplored evolution of information processing in the commercial sector and the underrated influence of corporate users in shaping the history of modern technology. The book focuses on the life insurance industry’s adoption and use of pre-computer information technology and how that influenced its adoption and use of early computers. She is currently collaborating on a history of industrial standardization over the last century. In her work on contemporary organizations, she collaborates with Wanda Orlikowski of MIT Sloan’s Information Technology group and various students and researchers in the study of how specific groups and organizations use communication and information technologies and how that use shapes their work, communication, and temporal practices. Specific studies have looked at the use of technologies such as electronic mail, instant messaging, Blackberry use, and corporate blogging.
Pai-Ling Yin  
Assistant Professor of Strategy  
Indiana University, BS '95, Mathematics and Economics, BA '95, French; The London School of Economics and Political Science, MSc '97, Regulation; Stanford University, PhD '05, Economics  
Yin's research focuses strategic competition between technology firms in the presence of network effects. Recent work includes a study of information aggregation and dispersion in eBay online auction markets for computers along with how second-movers can tip markets characterized by network effects in their favor with specific application to the browser wars and derivatives exchange competition.

Jeff Jiewei Yu  
Assistant Professor of Accounting  
Fudan University, BA '94, Economics; Ohio State University, MA '01, Economics, PhD '07, Accounting and MIS  
Jeff Yu has broad research interests in capital markets and the economic effects of accounting. His recent works have investigated the association between bank loan spreads and future unexpected earnings, how private debt contracts respond to financial reporting conservatism, and the interactions between information environments, short interests, and return anomalies. Overall, Yu’s research provides insights on how market participants such as banks, financial analysts, and short sellers use accounting information and how financial reporting and disclosure regulations affect their economic behaviors.
Juanjuan Zhang
Assistant Professor of Marketing
Tsinghua University, China, B Econ ’00, Economics; University of California, Berkeley, PhD ’06, Business Administration

Juanjuan Zhang studies social influences on consumer choice and their implication to marketers. In particular, she is interested in imitative consumer behavior and the role of product popularity as a quality cue. Her current research centers on the understanding of fads, fashion, and trends, and on optimal marketing strategies that maximize sales with limited advertising. Zhang also studies product design, sales contract design, and customer relation management.

Andrey Zarur
Lecturer
National University of Mexico, BS, ChemE; MIT, MS, MScCep, PhD, Chemical Engineering

Andrey Zarur is the founder, president, and chief executive officer of BioProcessors Corp., the leading provider of high-throughput solutions to the biotechnology industry. At BioProcessors, he has led the development and commercialization of the SimCell™ platform, a high-throughput cell culture system for biopharmaceutical development. Prior to founding BioProcessors, Zarur served as senior executive in several biotechnology and engineering firms, including as chief operating officer of Starlab N/V, chairman and CEO of GDI, and president and CEO of Star Engineering. In addition, he has participated in the startup process of over 10 venture-backed companies, both as an operational executive and as a member of the board of directors.

Zarur has authored several refereed papers published in leading scientific journals, including Nature and Langmuir. He is the author of over 100 issued and pending patents and has been the recipient of various prestigious scientific and management awards.

Zarur serves on the board of directors of various life sciences companies. He also serves on the board of Infantia, a non-profit foundation dedicated to providing education, support, and health services to underprivileged children in developing nations, and is a sponsor of UNICEF. Zarur is a member of the Forum of Young Global Leaders, which is a multi-stakeholder community of the leaders who are 40 years old or younger and dedicating their time and energy to jointly work towards a better future.
Ken Zolot leads MIT’s Innovation Teams program in which students spend a semester collaborating with lab directors, evaluating go-to-market strategies for breakthrough discoveries.

Zolot has founded many companies, most recently Egenera, which he cofounded with Vern Brownell, Goldman Sachs’ chief technology officer. Egenera, the leader in computer server virtualization, is widely considered to be one of the fastest growing technology companies in history and was named to Red Herring’s list of “100 companies most likely to change the world.” Zolot’s previous startup, Geer Zolot Associates, was a spinoff from MIT Project Athena. Geer Zolot developed network security software for electronic trading and commerce and designed the Internet security architecture for much of the financial services industry. After the sale of Geer Zolot Associates, Zolot was retained by Goldman Sachs to guide its technology strategy. He has also held positions at MIT Project Athena and at Digital Equipment Corporation’s Innovative Technology Research Center in Cambridge. Zolot’s first startup was Spectra Communications, specializing in satellite telecommunications. He also served as a director of Yoga301, which focused on advancing the art, science, and practice of the timeless discipline of yoga.

Ezra W. Zuckerman Sivan

An economic sociologist with a focus on social network analysis, Ezra Zuckerman studies how social structures of various kinds emerge and influence behavior and key outcomes for individuals, teams, and organizations. Zuckerman’s current research projects include a study of industry peer networks, exclusive groups of non-competing peer firms from the same industry that gather on a regular basis to learn from one another’s experiences and to motivate one another to achieve higher performance.
Debbie Berechman is responsible for the integration of MBA Admissions, MBA Student Affairs, and the Career Development Office. She directs MBA program policy, operations, and staff. Previously, Debbie served as the director of MIT Sloan Educational Services. She was a recipient of the 2000 MIT Sloan Community Service Award and is a certified mediator.

Catherine Gamon directs the MBA Student Affairs Office, which in turn manages academic services, community life initiatives, and major events for the MBA student community. She and her team design and deliver community activities ranging from orientation to MBA commencement. They provide individual and team advising, and they oversee the activities of over 70 MBA student organizations. Prior to joining MIT Sloan in 2000, Gamon spent 20 years working with international academic and cultural programs. She subsequently managed campus relations in the Eastern United States for the American Institute for Study (AIFS) and the Council on International Educational Exchange. Gamon has held leadership positions at the regional and national levels in NAFSA: Association of International Educators.

Rod Garcia has been the director of MBA Admissions since 1995. Garcia joined MIT Sloan in 1988 after leading admissions at the University of Chicago’s Graduate School of Business. He is an excellent expert source on admissions topics relating to domestic and international applicants.
Stephen J. Sacca
Director, MIT Sloan Fellows Program in Innovation and Global Leadership
University of New Hampshire, BS ’78; MIT Sloan, SM ’90, Management

Stephen Sacca is responsible for the MIT Sloan Fellows Program in Innovation and Global Leadership, a 12-month sponsored master’s degree program for outstanding mid-career executives being prepared to assume leadership roles in their organizations. He maintains relationships with organizational sponsors, cultivates relationships with new organizations for future sponsorship, and promotes the program to prospective candidates. Sacca collaborates with faculty and staff to define, manage, and evaluate the academic program. He serves as the primary liaison between the MIT Sloan Fellows, the faculty and the MIT Sloan community, and alumni from the MIT Sloan Fellows Program and the Management of Technology Program. Prior to joining MIT Sloan, he spent more than 17 years with Management Sciences for Health (MSH), a Boston based non-profit international public health management organization. He performed assignments for the World Health Organization, the United Nations, the World Bank, the Rockefeller Foundation, USAID, and numerous other international development agencies. He has lived in seven countries and worked in more than 28 countries on four continents. He has written several technical articles and publications in relation to strengthening management capacity within emerging health systems.

David A. Weber
Director, MIT Sloan Corporate Relations
University of Wisconsin, BS ’79, Industrial Engineering; MIT Sloan, SM ’83, Management; Harvard University, EdM ’92

David Weber has responsibility for developing and maintaining a wide variety of corporate partnerships with industry which support research, education, and student organizations. His activities also include a focus on supporting new life sciences initiatives, which link MIT Sloan with other parts of MIT including the MIT Center for Biomedical Innovation (CBI), as well as other research and educational activities. Prior to this role, he was director of the MIT Management of Technology (MOT) program, a 12-month master’s program in management for mid-career executives. He also served as codirector of the Sloan Fellows Program in Innovation and Global Leadership, a strategic integration of the MOT and Sloan Fellows Programs that have been the pillars of Executive Education at MIT Sloan for many years. Prior to directing the MOT Program, Weber served as director of the MBA Program, director of Educational Services, and director of Student Services at MIT Sloan, along with a number of other student services positions at MIT. He has also played significant roles in two major double-degree programs that integrate MIT Sloan with other departments at MIT: the Biomedical Enterprise Program and the Leaders for Manufacturing Program. His current professional interests include entrepreneurship, innovation, corporate venturing, industry partnerships, and executive education. Before returning to MIT in 1986, Weber held various positions in manufacturing management and forward planning with General Motors Corporation. He serves on the board of the Technology Management Education Association, and the board of Junior Achievement of Massachusetts.
Rochelle Weichman
Executive Director, Office of Executive Education
Tulane University, BS ’75, Engineering, MEng ’78, Biomedical Engineering; Simmons College, MBA ’82

Rochelle Weichman is responsible for the portfolio of open enrollment and custom-designed programs that provides executives and their firms with leading-edge business knowledge, enabling them to remain competitive in an economy driven by increasing technological and social complexity. She advises both individuals and companies on programs and processes for management and executive development. Prior to joining MIT, Weichman worked in various high-tech companies. She brings her corporate experience and understanding of organizational challenges to all discussions with clients. Weichman has studied and taught negotiation and is certified as a mediator for MIT.

Jacqueline A. Wilbur
Director, MBA Career Development
State University of New York at Oswego, BA ’82, Anthropology; Northeastern University, MEd ’84, Management Development Certificate ’90

Jackie Wilbur has more than 22 years of experience in the graduate management education industry in the delivery and marketing of MBA programs to students and corporations. During this time, she has held diverse positions within business schools including MBA admissions, student services, career services, and alumni relations.

Wilbur is a founding board member, past president, and past chair of the Employment Reporting Standards Committee of the MBA Career Services Council (www.mbacsc.org). Throughout her career, Wilbur has been a frequent speaker at conferences for professional associations including AACSB-International, European Foundation for Management Development (EFMD), Graduate Management Admissions Council (GMAC), MBA Career Services Council, and the Association of International Recruiters. Her speaking topics have included implementing reporting standards into business school operations, building and delivering an effective career services function, developing strategic alliances between business schools and corporations, understanding student expectations of the employment market, and integrating career education into the MBA curriculum. Wilbur has authored several career-related articles and is frequently quoted in popular business media publications.
Academic Programs

The MIT Sloan School of Management is one of the world’s leading innovators in management research and curriculum development. More information about each of the centers and groups listed below may be found under the Academic Programs link on the MIT Sloan website at http://mitsloan.mit.edu.

Undergraduate Programs

Director: Jeffrey A. Meldman, Senior Lecturer, Associate Dean, MIT Office of the Dean for Undergraduate Education
Assistant Directors: Stephanie Karkut, Mary Camerlengo
Contact: Office of Undergraduate Programs, E52-101
Telephone: 617-253-8614; Fax: 617-258-9181
E-mail: ugprogram@sloan.mit.edu
URL: http://mitsloan.mit.edu/undergrad/

Bachelor of Science in Management Science

MIT Sloan offers an innovative undergraduate major in management science that prepares students for their choice of jobs in today’s technologically oriented business world. Students gain exposure to management tools such as optimization, probability, statistics, and mathematical modeling along with completing a concentration in one of four areas: finance, information technologies, marketing science, and operations research. Graduates of the program work in areas such as financial services, commercial banking, consulting, marketing, and information technology.

In addition to their required MIT Sloan subjects, management science majors take the same General Institute Requirements as all other MIT undergraduates. The result is the best of both worlds: superior analytical skills focused on contemporary managerial problems.

Minor in Management

The minor in management is designed for MIT undergraduates who are pursuing majors in academic disciplines other than Sloan School of Management (Course 15). The goal of the program is to promote an understanding of the economic, social, and managerial dimensions of scientific and technological endeavors, thereby increasing the effectiveness and leadership potential of MIT graduates.

The MBA Program

Executive Director: Debbie Berechman
Director of Admissions: Rod Garcia
Director of Student Affairs: Catherine Gamon
Director of Career Development: Jackie Wilbur
Contact: MBA Program, E52-101; MBA Admissions, E52-126
Telephone: 617-258-5434 for inquiries
E-mail: mbaadmissions@sloan.mit.edu
URL: http://mitsloan.mit.edu/mba/

The MIT Sloan MBA program provides an opportunity for intelligent, motivated students to work together to develop their skills, enhance their career opportunities, and transform their lives and the lives of others.
The MBA program fosters an adventurous learning environment and entrepreneurial spirit that encourages students to make a positive impact on the world. During an intensive two-year program, students have access to the knowledge, environment, and network that sets the foundation for a successful career. Combining a deep understanding of foundational topics with cutting-edge research, hands-on leadership opportunities, and a network of successful alumni, MIT Sloan prepares MBAs to contribute immediately to the ventures they create, enhance, and lead.

Students are geographically, culturally, and academically diverse, which enhances the learning environment. All together, more than 700 students represent over 60 countries and all areas in the United States. They hold undergraduate degrees in business, engineering, science, liberal arts, and fine arts.

The PhD Program
Chair: Birger Wernerfelt, J.C. Penney Professor of Management
Contact: Sharon Cayley, Program Manager, E60-226
Telephone: 617-253-7188; Fax: 617-258-6796
E-mail: scayley@mit.edu
URL: http://mitsloan.mit.edu/phd/

Established in 1960, MIT Sloan’s PhD program is a highly selective yet internationally diverse program that trains top candidates for roles in academia and business. Doctoral students are characterized by their strong inner drive and their passion for research. For their dedication, they are rewarded by an unusual level of access to faculty with many enjoying the full attention of an MIT Sloan professor as mentor while pursuing their research. Most MIT Sloan PhD graduates are recruited by the top management schools to teach the next generation of managers. In addition, many secure positions in industry and consulting.


Executive Education
Executive Director: Rochelle Weichman
Contact: Dagmar Trantinova, E48-501
Telephone: 617-253-7166; Fax: 617-253-6773
E-mail: sloanexeced@mit.edu
URL: http://mitsloan.mit.edu/execed

MIT Sloan offers a portfolio of executive programs designed to keep mid- to senior-level executives current on the latest developments at the rapidly expanding frontiers of major management disciplines. These courses combine innovation and entrepreneurship with strategic thinking and global leadership, preparing outstanding mid-career professionals with the critical skills required to create and lead successful organizations in a world of increased economic, technological, and social complexity.

Key topics addressed include strategy, systems thinking, innovation, product development, supply chain management, IT for non-IT executives, organizational learning, and entrepreneurship, as well as marketing and finance for technical executives. Led by senior MIT Sloan faculty, the programs
involve a mix of classroom sessions, case studies, hands-on workshops, computer simulations, and group discussions. For participants attending multiple programs, MIT Sloan offers executive certificates in Strategy & Innovation; Management & Leadership; and Technology, Operations, & Value Chain Management.

MIT Sloan Executive Education also develops custom programs designed to advance the strategic objectives of the partner organizations. These engagements are a collaborative effort between MIT Sloan faculty and senior leaders of the organization and focus on areas where a close match between the organization's needs and the expertise and interests of faculty converge.

**Leaders for Manufacturing Program (LFM)**

*Codirectors: Thomas J. Allen, Howard W. Johnson Professor of Management, Emeritus, Professor of Engineering Systems, Emeritus; Warren Seering, Weber-Shaughness Professor of Mechanical Engineering and Engineering Systems*

Contact: Donald B. Rosenfield, E40-319 or Jonathan Griffith, E40-323  
Telephone: 617-253-1052  
E-mail: lfm@mit.edu  
URL: http://lfm.mit.edu/

Leaders for Manufacturing (LFM) links MIT Sloan, eight MIT engineering departments, and MIT's Engineering Systems Division with more than 20 manufacturing and operations firms. Its broad spectrum of multidisciplinary research spans management and engineering to discover and codify principles for world-class manufacturing and to translate these findings into practice at the partner firms.

Master's degree students in LFM conduct six-and-a-half-month-long internships at partner-designated company sites. These internships address critical and intellectually challenging manufacturing issues and entail not just research but also implementation of the findings of the research. Students write master's theses based on their research, which is supervised by faculty from both management and engineering. These projects are often part of a broader collaborative research program among MIT faculty, doctoral students, company researchers, and practitioners, focusing on longer-term and basic research issues. LFM supports projects in many of MIT Sloan's disciplinary groups and maintains strong connections with a wide range of MIT centers and laboratories, including a strong alliance with the System Design and Management program.

**MIT Sloan Fellows Program in Innovation and Global Leadership**

*Chair: Richard M. Locke, Alvin J. Siteman (1948) Professor of Entrepreneurship*

Contact: Stephen J. Sacca, Director, E52-126B  
Telephone: 617-253-8600; Fax: 617-252-1200  
E-mail: ssacca@mit.edu  
URL: http://mitsloan.mit.edu/fellows

The oldest program of its kind in the United States, the MIT Sloan Fellows Program in Innovation and Global Leadership brings together high-potential, mid-career managers from a diverse array of industries, organizations, and governments from all over the world to analyze and solve complex global challenges.
The program is characterized by a rigorous academic curriculum, frequent interactions with international business and government leaders, and a valuable exchange of global perspectives. Fellows may choose to attend the program on an intense, 12-month, full-time schedule or on a two-year “flex” schedule that permits them to maintain a presence in their local organizations. Depending on their course of study, participants also have a choice of three degrees: an MBA, a Master of Science in Management, or a Master of Science in Management of Technology. Graduates include the chairs, CEOs, and presidents of leading national and multinational organizations.

MIT Sloan Visiting Fellows Program
Contact: Debra Luchanin, Assistant Director, E48-511
Telephone: 617-253-0622; Fax: 617-253-6773
E-mail: dluchan@mit.edu

The MIT Sloan Visiting Fellows Program is a non-degree, independent course of study that is designed to meet the needs of professionals who wish to focus on specific topics in the broad field of management. Participants typically enroll as full-time MIT Sloan students for one or two semesters. In consultation with a faculty adviser, each fellow designs a specific course of study to meet his/her individual needs. The program may include a combination of course work, research, and/or special studies. Each visiting fellow receives a certificate upon successful completion of the proposed program.

System Design and Management Program (SDM)
Director: Patrick Hale
Contact: Christine Bates
Telephone: 617-324-0320; Fax: 617-253-1462
E-mail: sdm@mit.edu
URL: http://sdm.mit.edu/

MIT’s System Design and Management (SDM) program is the Institute’s first distance-learning, degree-granting program. Created in 1997 as a joint program of the MIT Sloan School of Management and the School of Engineering, SDM provides mature professionals an opportunity to simultaneously acquire engineering depth and management breadth, while at the same time acquiring expertise in systems design and new product development. The program takes a total enterprise approach that embraces a big-picture view of the synergies within the entire organization, enabling students to become technologically grounded leaders.

SDM is a graduate-level program with several options: a 24-month off-campus, video-conference and Web-based distance-learning curriculum; a 13-month on-campus program; and a 24-month on-campus program. All options lead to a master’s degree in management and engineering granted jointly by MIT’s Sloan School of Management and the School of Engineering.

The System Design and Management program works closely with industry partners and other universities to develop academic programs and conduct research that focuses on a systems approach to engineering leadership.
Research Centers
For more information on each of the centers and groups listed below, please visit the Faculty & Research link on the MIT Sloan website at http://mitsloan.mit.edu.

Center for Biomedical Innovation (CBI)
Executive Director: Gigi Hirsch, MD
Codirectors: Ernst Berndt, Louis E. Seley Professor in Applied Economics; Anthony Sinskey, ScD; and Steven Tannenbaum, PhD
Contact: Cheryl Mottley
Telephone: 617-253-0257
E-mail: mottley@mit.edu
URL: http://web.mit.edu/cbi/

The Center for Biomedical Innovation is a collaboration among the MIT Schools of Management, Engineering, and Science, and the Harvard-MIT Division of Health Sciences & Technology. CBI’s mission is to improve public health by catalyzing transformational collaborations in biomedical innovation. Launched in 2005, CBI builds on MIT’s special strengths across disciplines while also drawing upon expertise from Harvard Medical School and teaching hospitals. CBI offers a “safe haven” within which scientists from industry, government, and academia can collaborate to develop ways to more efficiently and safely move life science advances from the laboratory into actual public health use. CBI research focuses on four action areas: safety assessment; research and development; redesign, manufacturing, and distribution systems; and economic, financial, and risk management.

Center for Collective Intelligence (CCI)
Director: Thomas W. Malone, Patrick J. McGovern (1959) Professor of Management
Contact: Robert Laubacher, Research Scientist
Telephone: 617-253-0526
E-mail: rjl@mit.edu
URL: http://cci.mit.edu

The MIT Center for Collective Intelligence brings together faculty from across MIT to conduct research on how new communications technologies—especially the Internet—now allow huge numbers of people all over the planet to work together in new ways. CCI’s basic research question is: how can people and computers be connected so that—collectively—they act more intelligently than any individuals, groups, or computers have ever done before?

This first-of-its-kind research effort draws on the strengths of many diverse organizations across MIT, including the Sloan School of Management, the Media Lab, the Computer Science and Artificial Intelligence Laboratory, and the Department of Brain and Cognitive Sciences.
Center for Computational Research in Economics and Management Science
Contact: Roy E. Welsch, Professor of Statistics and Management Science
Telephone: 617-253-6601
E-mail: rwelsch@mit.edu

This center advances knowledge about modeling in economics, finance, statistics and management by bringing together researchers from disciplines such as econometrics, statistics, computer science, and operations research to focus on the algorithmic research and related software development that provide a basis for today’s advanced modeling techniques. Current research is focused on nonparametric modeling, dimension reduction, robust data-mining, statistical learning, selection, and risk measurement in finance, supply chain analysis, and lean manufacturing.

The MIT Center for Digital Business
Chairman: Glen L. Urban, David Austin Professor in Management and Dean Emeritus
Executive Director: David Verrill
Director: Erik Brynjolfsson, Schussel Professor of Management
Contact: Executive Director David Verrill
Telephone: 617-253-7054; Fax: 617-452-3231
URL: http://digital.mit.edu

MIT created the Center for Digital Business as a research partnership with industry to provide leadership for faculty, students, and sponsors interested in Internet-enabled business with the goal of transforming digital business.

Founded in 1999, the center has grown into the largest research center at MIT Sloan. Its mission is to bring leading companies, visionary educators, and some of the best students in the world together to invent and understand the business value made possible by digital technologies. The center’s interactions are a dynamic interchange of ideas, analysis, and reflection intended to solve real problems. The center is primarily supported by corporate sponsors with whom it works closely in directed research projects. It has funded more than 45 faculty and performed more than 60 research projects.

The center’s research is organized into four special interest groups: IT and productivity; trust and consumer advocacy; IT products and services; and digital healthcare. Sponsors of the center participate closely in focused research projects as well as an annual conference and CIO Symposium, topical research workshops, and Web-conferenced research lunches. Sponsors are also eligible to send their CIO to the annual MIT CIO Summit.

Examples of current focused research include:
- Communication networks and measuring information worker productivity
- R & D for services
- Measuring the ROI of ERP systems
- Developing a dashboard for RFID projects
- Benchmarking digital organizations
- Using trust and consumer advocacy as an online strategy
- Pricing products and services in the high-tech industry
- Improving health care through systems dynamics
Center for Energy and Environmental Policy Research (CEEPR)

Executive Director: John E. Parsons, Senior Lecturer
Director: Paul L. Joskow, Elizabeth and James Killian Professor of Economics and Management
Contact: John E. Parsons
Telephone: 617-324-3745
E-mail: jparsons@mit.edu; ceepr@mit.edu
URL: http://web.mit.edu/ceepr/www/

The Center for Energy and Environmental Policy Research conducts policy-related research in energy and environmental economics, drawing on faculty and student resources from MIT’s Sloan School of Management, the department of Economics, and the Energy Laboratory. An important component of CEEPR is the Joint Program on the Science and Policy of Global Change conducted with the MIT Center for Global Change Research.

For nearly 30 years, CEEPR has made important contributions to the analysis of energy markets, the organization and regulation of energy industries, the use of financial derivatives by energy companies, and the understanding of sources and effects of productivity change on energy demand and supply. CEEPR’s current research focuses on emissions trading, electric utility restructuring, and the effectiveness of environmental regulation.

Center for Information Systems Research (CISR)

Director: Peter Weill, Senior Research Scientist
Contact: Chris Foglia, Center Manager
Telephone: 617-253-6657; Fax: 617-253-4424
E-mail: cisr@mit.edu
URL: http://mitsloan.mit.edu/cisr/

The MIT Sloan Center for Information Systems Research was established in 1974 and has a strong record of accomplishment in practice-based research on the management and use of IT. The center’s mission is to perform practical empirical research on how firms generate business value from IT. An international mix of more than 50 sponsoring organizations representing a broad range of industries, non-profit, and government agencies helps to define and execute this research. CISR develops models and provides insights into the role of IT in enabling new business strategies, management processes, and organizational structures. Faculty and staff associated with the center have conducted pioneering research in such areas as decision support systems, critical success factors, strategic IS planning, management of the IT function, and the use of information by management, including executive support systems.

Recent and current research topics include: IT governance, infrastructure, portfolios, outsourcing, and leadership; enterprise architecture; IT-enabled business change; and IT-related risk. Faculty and staff associated with the center have conducted pioneering research in such areas as decision support systems, critical success factors, strategic IS planning, management of the IT function, and the use of information by management, including executive support systems. CISR disseminates this research via electronic briefings, published articles, working papers, an annual summer conference, research workshops, and executive education short courses.
The MIT Entrepreneurship Center (E-Center)

Chairman: Edward B. Roberts, David Sarnoff Professor of Management
Managing Director: Kenneth P. Morse, Senior Lecturer
Contact: Kenneth P. Morse, Managing Director, E40-196
Telephone: 617-253-8653; Fax: 617-253-8633
E-mail: ecenter@mit.edu
URL: http://entrepreneurship.mit.edu

The mission of the MIT Entrepreneurship Center is to educate and develop the leaders who will make high-tech ventures successful. Each year between 1,300 students from schools all across MIT are enrolled in one or more of the E-Center's 18-plus courses. The E-Center develops innovative educational programs to inspire and nurture new generations of entrepreneurs and intrapreneurs, while conducting research to enhance understanding of the dynamic process of new venture development. The E-Center provides a focal point for the broad and growing array of activities, programs, and resources in high-tech entrepreneurship throughout the MIT community. The E-Center houses and actively collaborates with renowned MIT student organizations such as the MIT $100K Entrepreneurship Competition (http://100k.mit.edu), the MIT Venture Capital and Private Equity Club (VCPE), MIT Sloan BioMedical Business Club (http://web.mit.edu/bbc), The MIT and Sloan Energy Clubs, and the MIT Entrepreneurship Society. The E-Center also works with the Deshpande Center, the MIT Enterprise Forum, and the MIT Venture Mentoring Service. The E-Center serves to integrate the greater Venture Support System Network (VSS) and MIT-educated entrepreneurs worldwide to enhance the overall value of MIT's distinctive high-tech entrepreneurship educational experience.

Information Technologies Group

Director: Thomas Malone, Patrick J. McGovern (1959) Professor of Management
Contact: Adam Saunders
Telephone: 617-253-2656
E-mail: adamrs@mit.edu
URL: http://web.mit.edu/sloan-msa/Pages/IT.html

As information technology continues to transform the way people work, communicate, and learn, the IT Group engages students of computer science, sociology, economics, psychology, engineering, organizational science, and other disciplines in understanding these transformations.

Institute for Work and Employment Research (IWER)

Codirectors: Thomas A. Kochan, George Maverick Bunker Professor of Management;
Paul Osterman, Nanyang Technological University Professor
Contact: Jacalyn Curreri, E52-580
Telephone: 617-258-8360; Fax: 617-253-7696
E-mail: iwer@mit.edu
URL: http://mitsloan.mit.edu/iwer

From 1937 through 1997, the MIT Industrial Relations Section carried on research and a PhD program devoted to the full range of issues related to work, labor and employment relations, human resource management, labor market issues, and related public policies. In 1997, in recognition of
an evolving economy and workforce, the name of this unit was changed to the Institute for Work and Employment Research. IWER is an MIT-wide multidisciplinary research and educational unit located within MIT Sloan and MIT’s Engineering Systems Division. Participating faculty are drawn from MIT Sloan and the departments of Economics, Political Science, Urban Studies and Planning, and Engineering.

IWER faculty and graduate students conduct research on the broad range of issues related to the role of work and employment in the contemporary economy and society, including labor-management relations; human resource strategies and practices in both mature and new entrepreneurial organizations; work and family relationships; human capital and corporate governance; labor market theory and policy analysis; the changing nature of work and occupations; negotiations theory and practice; dispute resolution; and labor and employment policy. Together with other MIT Sloan colleagues, IWER faculty and students have launched the MIT Workplace Center, which focuses on building—in theory and in practice—a mutually supportive relationship between the performance of firms and the well being of employees, their families, and communities.

The institute administers a PhD program and fellowships primarily for students enrolled in the MIT Sloan PhD program. Students from other departments at MIT are also encouraged to become members of IWER, participate in weekly seminars, and work closely with faculty members. The seminar series on Changes and Challenges in the World of Work is held every Tuesday and brings together faculty and students at MIT and in the Boston area to discuss work in progress, serving as a major focal point for interest in this field.

Laboratory for Financial Engineering (LFE)
Director: Andrew W. Lo, Harris & Harris Group Professor
Contact: Svetlana Sussman, E52-459
Telephone: 617-253-8959; Fax: 617-258-5727
E-mail: ssussman@mit.edu
URL: http://lfe.mit.edu

The techniques of financial engineering have become indispensable to a wide spectrum of business activities, including investment banking, commercial banking, corporate finance, capital budgeting, portfolio management, risk management, and financial consulting and planning.

The principal focus of the Laboratory for Financial Engineering is the quantitative analysis of financial markets using mathematical, statistical, and computational models. The goal of LFE is not only to spur advances in financial engineering, but also to develop better ways to teach students and executives how to apply financial technology in corporate settings.

Current research projects include the empirical validation and implementation of financial asset pricing models; the pricing and hedging of options and other derivative securities; risk management and control; trading technology and market microstructure; nonlinear models of financial time series; neural-network and other nonparametric estimation techniques; high-performance computing; and public policy implications of financial technology.

Major support for the research at the LFE has been provided by Merrill Lynch and State Street Global Advisors. LFE’s newest sponsor is Bank of America.
Leaders for Manufacturing Program (LFM)

Codirectors: Thomas J. Allen, Howard W. Johnson Professor of Management Emeritus, Professor of Engineering Systems Emeritus; Warren Seering, Weber-Shaugness Professor of Mechanical Engineering and Engineering Systems

Contact: Donald B. Rosenfield, E40-319 or Jonathan Griffith, E40-323

Telephone: 617-253-1055
E-mail: lfm@mit.edu
URL: http://lfm.mit.edu/

The Leaders for Manufacturing Program links MIT Sloan, eight MIT engineering departments, and MIT’s Engineering Systems Division with more than 20 manufacturing and operations firms. Its broad spectrum of multidisciplinary research spans management and engineering to discover and codify principles for world-class manufacturing and to translate these findings into practice at the partner firms.

Master's degree students in the LFM Fellows Program receive an MBA and master's of science from one of eight engineering programs. These students conduct six-and-a-half-month internships at partner-designated company sites. These internships address critical and intellectually challenging manufacturing and global issues and entail not just research but also implementation of the research results. Students write master's theses based on their research, which is supervised by faculty from both management and engineering. These projects are often part of a broader collaborative research program among MIT faculty, doctoral students, company researchers, and practitioners, focusing on longer-term and basic research issues. LFM supports projects in many of MIT Sloan's disciplinary groups and maintains strong connections with a wide range of MIT centers and laboratories, including a strong alliance with the System Design and Management Program.

The Lean Aerospace Initiative (LAI)

Codirectors: John S. Carroll, Morris A. Professor of Management, MIT Sloan School of Management and Engineering Systems Division; Deborah Nightingale, Professor of the Practice, Department of Aeronautics and Astronautics

Contact: Nicolene Hengen, Bldg. 41-205

Telephone: 617-253-7633; Fax: 253-258-7845
E-mail: nhengen@mit.edu
URL: http://lean.mit.edu

Formerly known as the Lean Aerospace Initiative, the MIT Lean Advancement Initiative, and its educational network (EdNet) enable members to effectively, efficiently, and reliably create value in complex and rapidly changing environments. LAI's engaged scholarship research model is based on members working collaboratively to define key enterprise transformation challenges and then supporting LAI research to address those challenges. LAI works in close collaboration with several MIT engineering departments and the MIT Sloan School of Management. It is managed under the Center for Technology, Policy and Industrial Development, an MIT-wide interdisciplinary research center.

LAI collaboratively engages more than 60 members from industry, government, and academia. It offers its members and their suppliers, customers, and partners a unique forum to share strategic challenges and learn from one another. Individual member programs that have implemented LAI tools and methodologies have reported savings of millions of dollars in development, contracting, and test equipment costs.
Launched in 1993, LAI catalyzed a profound enterprise transformation throughout the U.S. aerospace industry. The LAI name change reflects increasing interest from a variety of industries in both the U.S. and abroad. In response to interest from different sectors, LAI is expanding its focus to include a range of industries.

**Operations Research Center (ORC)**

*Codirectors: Cynthia Barnhart, Professor, Civil & Environmental Engineering, Engineering Systems Division; Dimitris J. Bertsimas, Boeing Leaders for Manufacturing Professor of Management*

Contact: Paulette Mosley, Administrative Officer, E40-107
Telephone: 617-253-3603
E-mail: pmosley@mit.edu

The Operations Research Center provides academic and research opportunities for students and faculty interested in this interdisciplinary field, which draws upon ideas from management, engineering, and mathematics to apply scientific methods to decision making. The ORC includes faculty participants from MIT Sloan, as well as from the departments of Electrical Engineering, Computer Science, Aeronautics and Astronautics, Mathematics, Civil and Environmental Engineering, Economics, Mechanical Engineering, and Urban Studies and Planning. Forty-eight faculty and 54 graduate students are affiliated with ORC.

ORC coordinates Masters and PhD programs in operations research, which provides a strong background in theory as well as the practical techniques used in building models for a wide variety of applications.

**PROductivity From Information Technology (PROFIT)**

*Codirectors: Stuart Madnick, John Norris Maguire (1960) Professor and Michael Siegel, Principal Research Scientist*

Contact: Stuart Madnick, E53-321 or Michael Siegel, E53-322
Telephone: 617-253-3321 or 617-253-2937
E-mail: smadnick@mit.edu or msiegel@mit.edu
URL: [http://mitsloan.mit.edu/research/profit/index.html](http://mitsloan.mit.edu/research/profit/index.html)

Established in 1992, PROFIT explores how information technology can enhance productivity in both the private and public sectors. Its research spans diverse areas from finance to transportation, and from manufacturing to telecommunications. Current research efforts include knowledge acquisition, which includes the extraction of information from paper-based media as well as semi-structured web-based sources; knowledge discovery, which includes the use of neural network-based data mining techniques; knowledge management and integration, which includes the mapping and assembling of information across departmental, corporate, and national boundaries to suit new conditions and requirements; and knowledge dissemination.
Program on the Pharmaceutical Industry (POPI)

Codirectors: Thomas J. Allen, Howard W. Johnson Professor Emeritus; Charles Cooney, Professor of Chemical and Biological Engineering; Stan N. Finkelstein, MD, Senior Research Scientist; and Anthony J. Sinskey, Professor of Biology

Contact: Joanne A. McHugh, NE20-410
Telephone: 617-253-5194
E-mail: popi-www@mit.edu
URL: http://web.mit.edu/popi/

The Program on the Pharmaceutical Industry was founded in 1991 to promote research and education on issues related to competitiveness, performance, and productivity in the pharmaceutical and biotechnology industries. This multidisciplinary program involves MIT Sloan and the Schools of Engineering and Science, with faculty and students drawn from the fields of biology, chemistry, chemical engineering, economics, medicine, and management science.

POPI manages a portfolio of research projects staffed by MIT faculty, students, and industry representatives. Studies have focused on many areas, including research productivity, improving the effectiveness of R&D project management, the risks and returns of R&D investments, benchmarking the manufacture of pharmaceuticals, drug pricing, pharmaceutical market economics, outcomes research, and the dynamics of competition in the industry.

A key challenge for POPI is educating the scientific and management leaders who can bridge the range of disciplines underlying the management, manufacturing, and government regulation of pharmaceuticals and biotechnology. Besides developing courses and seminars for MIT students, POPI sponsors a variety of workshops and conferences for pharmaceutical executives, government officials, and others.

MIT Sloan Management Review (SMR)

Chairman of the Board: Erik Brynjolfsson, Schussel Professor of Management, Director, MIT Center for Digital Business

Contact: Michael Hopkins, Editor in Chief, or Christine Leamon, Publisher
Telephone: 617-253-7170
E-mail: smr@mit.edu
URL: http://www.sloanreview.mit.edu

MIT Sloan Management Review provides senior managers with the best current management theory and practice. The peer-reviewed quarterly journal covers all management disciplines, with a particular emphasis on corporate strategy, organizational change, and management of technology and innovation.

Founded in 1960, SMR is renowned for introducing groundbreaking business strategies, offering business leaders a critical competitive advantage. SMR benefits from its access to the leading-edge thinking and experts at MIT, but also goes much further offering a forum for the best innovators from all over the globe. SMR’s ongoing mission is to provide practicing managers with thought-provoking strategies that offer real-world solutions to the challenges of today and tomorrow.
System Dynamics

Director: John Sterman, Jay W. Forrester Professor of Management and Professor, MIT Engineering Systems Division
Faculty Group Members: Nelson Repenning, assistant professor of management, MIT Sloan; Anjali Sastry, senior lecturer, management science, MIT Sloan; James Hines, senior lecturer, MIT affiliate
Contact: John Sterman
Telephone: 617-253-1951
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This research group was founded in the early 1960s by MIT Sloan Professor Jay W. Forrester. Forrester began applying what he had learned about systems during his work in electrical engineering to everyday kinds of systems. The group now has three main research projects:

- The National Model Project, which strives for a better understanding of how the U.S. economy works
- The System Dynamics in Education Project, which is writing a do-it-yourself workbook for learning system dynamics Road Maps. The first nine chapters of Road Maps are available to download at http://sysdyn.mit.edu
- The Improvement Paradox: Designing Sustainable Quality Improvement Programs

The group also studies the design of sustainable quality-improvement programs. Many companies abandon TQM programs because they see no impact on profitability, even after performance has risen steeply. By developing formal models and original case histories, the group seeks to identify the critical interactions between quality programs and other organizational structures. Ultimately, models and case histories provide the basis for simulation micro-worlds where managers can experiment with policies for successful improvement without risk, accelerating individual and organizational learning.