

Amar V. Bhide

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EDUCATION

1985 - 1988 D.B.A., Harvard Business School
 1977 - 1979 M.B.A. with High Distinction, Baker Scholar, Harvard Business School
 1972 - 1977 Bachelor of Technology, Indian Institute of Technology (Bombay).

APPOINTMENTS AND ACADEMIC EXPERIENCE

9/1/10 - present Thomas Schmidheiny Professor of International Business, Fletcher School of Law and Diplomacy, Tufts University
 7/1/20 - 6/30/21 Visiting Professor, Harvard Business School (created and taught a course on transformational medical advances).
 7/1/09 - 8/30/10 Visiting Scholar, Harvard Kennedy School (to write *A Call For Judgment*, a book on the 2008 financial crisis)
 7/1/00 - 6/30/09 Lawrence D. Glaubinger Professor of Business, Columbia University
 3/31/99 - 3/31/00 Visiting Associate Professor, University of Chicago
 7/1/93 - 6/30/98 Associate Professor, Harvard Business School (two-year leave of absence from 7/1/98)
 7/1/88 - 6/30/93 Assistant Professor, Harvard Business School
 1979 - 1980 Associates Fellow, Harvard Business School

BUSINESS

2020 - 2023 Non-Executive Director, Scottish Mortgage Investment Trust. (FTSE 100 company, investing in high-growth companies)
 1987 winter E.F. Hutton, New York
 Vice President and proprietary trader
 Served on Presidential ("Brady") Commission staff investigating the stock market crash of 1987.
 1980 - 1985 McKinsey and Company, New York/Boston/Stockholm

PROFESSIONALLY RELATED ACTIVITIES

Founding Editor, *Capitalism and Society* (served from 2006-2018)
 Founding Member, Center on Capitalism and Society (since 2002)
 Life Member, Council on Foreign Relations (since 2008)
 Life Fellow, Royal Society of Arts (since 1994)
 Advisory Board, *Journal of Applied Corporate Finance*
 Editorial Board, *International Review of Entrepreneurship* (since inception in 2002)

PUBLICATIONS

Books

Uncertainty, Justification, and Enterprise Oxford University Press (scheduled completion in 2023)

A Call for Judgment: Sensible Finance for Dynamic Economy Oxford University Press (2010)

The Venturesome Economy: How Innovation Sustains Prosperity in a More Connected World Princeton University Press (2008). Winner of the 2008 PROSE Award for Professional and Scholarly Excellence in Business, Finance, and Management, Association of American Publishers, and on the "Best of 2008" lists of *The Economist*, *BusinessWeek*, and *Barrons*.

The Origin and Evolution of New Businesses. Oxford University Press (2000 in English. Spanish translation 2001, paperback 2003, Chinese translation 2004)

Of Politics and Economic Reality. Basic Books, New York: September 1984.

Stevenson, H.H., Grousbeck, H.I., Roberts, M.J., and Bhide, A.V., *New Business Ventures and The Entrepreneur*, 5th ed. Burr Ridge, IL: Irwin/McGraw-Hill, 1999.

Sahlman, W.A., Stevenson, H.H., Roberts, M. J., and Bhide, A.V., *The Entrepreneurial Venture*, Boston, MA: Harvard Business School Press, 1999.

Monograph

Entrepreneurship and Venture Capital: Topics in Corporate Finance. (9) 2004. Amsterdam, Netherlands: Amsterdam Center for Corporate Finance. ISBN 90-805728-9-6

Dissertation

["The Causes and Consequences of Hostile Takeovers."](#) Doctor of Business Administration. Harvard University: 1988.

Articles, Book Chapters, and Working Papers

["Entrepreneurial Specialization: How Subjective \("Knightian\) Uncertainty Matters"](#) Working paper, December 2021

["The Selective Sovietization of American Capitalism"](#) *Project Syndicate* December 31, 2021

["Renewing Knightian Uncertainty: A Pragmatic Prospectus and Demonstration."](#) Harvard Business School Working Paper, No. 21-129, June 2021

["Capitalism Won't Thrive on Value Investing Alone."](#) *Harvard Business Review Digital Articles* (June 1, 2021).

["Making Economics More Useful: How Technological Eclecticism Could Help."](#) *Journal of Applied Corporate Finance* 33, no. 1 (Winter 2021): 122–133. (Adapted from *Applied Economics* article below).

[Symmetric Ignorance: The Cost of Anonymous Lemons"](#) *European Financial Management*. 2021; vol 27. Iss. 3: 414– 425. Also available at SSRN: <https://ssrn.com/abstract=3439105>

"Making Economics More Useful: How Technological Eclecticism Could Help." *Applied Economics*, 52:26,2862-2881, DOI: 10.1080/00036846.2019.1696939. Available at SSRN: <https://ssrn.com/abstract=3031221>

["Note on Productive Knowledge."](#) Harvard Business School Working Paper, No. 21-010, July 2020. (Revised April 2021.)

With Leif Pagrotsky, 2020, "[Separated By A Common Infection](#)" *Think Global Health* (published by the Council on Foreign Relations) May 6, 2020.

["Murky Data Calls Into Question Quarantine Strategy"](#) *Financial Times* March 25, 2020

["To Make Banks Stable, End, Don't Mend, the Repo Market"](#) 2019. *Wall Street Journal*. October 2, 2019

Case Histories of Significant Medical Advances. Harvard Business School working papers

With Srikant M. Datar. "[Fecal Microbiota Transplants \(FMT\)](#)" Harvard Business School Working Paper, No. 21-132, June 2021

With Srikant M. Datar. "[Chimeric Antigen Receptor \(CAR\) T-Cell Therapy.](#)" Harvard Business School Working Paper, No. 21-034, August 2020.

With Srikant Datar and Katherine Stebbins. "[Cephalosporins.](#)" Harvard Business School Working Paper, No. 20-133, July 2020. (Revised June 2021.)

With Srikant Datar and Katherine Stebbins. "[Tamoxifen.](#)" Harvard Business School Working Paper, No. 20-134, July 2020. (Revised June 2021.)

With Srikant M. Datar and Katherine Stebbins. "[SSRIs and Non-SSRIs: \(Prozac\).](#)" Harvard Business School Working Paper, No. 20-135, July 2020. (Revised June 2021.)

With Srikant Datar and Fabio Villa. "[Coronary Artery Bypass Grafting.](#)" Harvard Business School Working Paper, No. 20-010, July 2019. (Revised June 2021.)

With Srikant Datar and Katherine Stebbins "[Ultrasound.](#)" Harvard Business School Working Paper, No. 20-003, July 2019. (Revised June 2021.)

With Srikant Datar and Katherine Stebbins. "[Magnetic Resonance Imaging.](#)" Harvard Business School Working Paper, No. 20-001, July 2019. (Revised July 2021.)

With Srikant M. Datar and Katherine Stebbins. "[Mammography.](#)" Harvard Business School Working Paper, No. 20-002, July 2019. (Revised June 2021.)

With Caitlin N. Bowler and Srikant M. Datar. "[Laparoscopy.](#)" Harvard Business School Working Paper, No. 20-008, July 2019. (Revised June 2021.)

With Srikant M. Datar and Katherine Stebbins. "[HIV Tests and AIDS Treatments](#)" Harvard Business School Working Paper, No. 20-007, July 2019. (Revised June 2021.)

With Srikant M. Datar and Katherine Stebbins. "[Eradicating Helicobacter Pylori Infections to Treat Ulcers.](#)" Harvard Business School Working Paper, No. 20-006, July 2019. (Revised June 2021.)

With Srikant M. Datar and Katherine Stebbins. "[Gastrointestinal Endoscopy.](#)" Harvard Business School Working Paper, No. 20-005, July 2019. (Revised June 2021.)

With Srikant M. Datar and Katherine Stebbins. "[Computed Tomography.](#)" Harvard Business School Working Paper, No. 20-004, July 2019. (Revised June 2021.)

[“Why Is Immigration Different from Trade?”](#) *Project Syndicate* May 14, 2018

[“Stock-Market Volatility Can Be Good for the Economy.”](#) 2018. *Wall Street Journal*. December 26, 2018

["Congress Should Set the Fed’s Inflation Target—Ideally at Zero."](#) 2018. *Wall Street Journal*. November 7, 2018. P A 21

Skepticism Beats Snopes as an Antidote to Fake News. 2018. *Wall Street Journal*. June 8, 2018

“Corralling the Info-Monopolists” *Project Syndicate* May 14, 2018

“[Why We Need Traditional Banking](#)” *National Affairs* Winter 2018 pp. 78-92

[“Formulaic Transparency: The Hidden Enabler of Exceptional U.S. Securitization”](#) (2017) *Journal of Applied Corporate Finance* Vol 29. No. 4 pp.96-111

“[Constraining Knowledge: Traditions and Rules that Limit Medical Innovation,](#)” 2017. *Critical Review* Vol. 29 Iss. 1 no.1 pp 1-33

[Equifax Critics Are Missing the Bigger Point.](#) 2017. *Wall Street Journal*. September 13, 2017

“[On the futility and hazards of monetary heroics.](#)” Published (after translation) in *Ekonomisk Debatt* Issue 4/2017 by the Swedish Economic Association

“[Easy money is a dangerous cure for a debt hangover.](#)” 2016. *Financial Times* August 17, 2016

With Anders Barsk “[Brexiters are making a dangerous mistake in their argument for leaving the EU](#)” *Quartz* June 21, 2016

“[When it comes to ISIL, Europe is repeating the sins of its fathers.](#)” *Quartz* January 7 2016

"[Third World in the First World.](#)" *Politico – Europe* online July 3 2015

"[On the Increasing Centralization of US Money and Credit.](#)" June 2015. Center on Capitalism and Society Working Paper No. 86.

“[The Demise of US Dynamism is Vastly Exaggerated – But Not All is Well](#)” 2015 in *Understanding the Growth Slowdown*, ed. Brink Lindsey Washington D.C.: Cato

[Support for Free Speech Is Not Support for More Surveillance,](#) 2015. January 22 2015, *Washington Monthly* on-line

“[Profits Don’t Create Inequality](#)” 2014 *Barron’s* November 22 2014

With Pankaj Ghemawat, “[Clay Christensen’s theories are great for entrepreneurs, but not executives](#)” *Quartz* October 9, 2014

“[Don’t believe brokers, the government, or Piketty](#)” *Quartz* May 31 2014

“[A Law Unto Themselves](#)” *City Journal* January 30 2014

“[Re-Decentralizing the Fed](#)” *Project Syndicate* October 9 2013

“[Wanted: A Boring Leader for the Fed](#)” *New York Times* August 21 2013 p A23

With Edmund Phelps, [“Central Banking Needs Rethinking”](#) *Wall Street Journal* July 16, 2013, page A15

[“Skinned in the Game”](#) *Barrons* June 23, 2012

With Christopher Papagianis, [“To Save Money-Market Mutual Funds, Scrap Them”](#) Bloomberg.com June 13 2012

[“In Praise of the Beleaguered Euro”](#) (2012) *Wall Street Journal* May 8 2012 A13

[“Debt Reckoning for Europe”](#) *Project Syndicate* April 2012

[“Bring Back Boring Banks”](#) *New York Times* January 4, 2012 p. A23

[“Messy Government is a must for modern America”](#) *Financial Times* October 6, 2011 p.9

[“The Indeterminate Goodness of the Economy \(and Life\)”](#) Comments at The Center on Capitalism and Society’s 9th Annual Conference on: “Philosophical Foundations of Economics and the Good Economy: Individual Values, Human Pursuits, Self-Realization and Becoming”

With Edmund S. Phelps, [“The Root of All Sovereign-Debt Crises”](#) *Project Syndicate* August 2011

With Edmund S. Phelps, [“More Harm Than Good”](#) *Newsweek* July 11, 2011

[“Bank Regulation’s Capital Mistake”](#) *Project Syndicate* July 2011

[“The Upside of Spending”](#) *New York Times* Opinion February 8 2011

[“To fix our banks we must go back to the 70s”](#) (2011) *Financial Times* January 10, 2011 p.9

[“Venturesome Consumption, Innovation, and Globalization”](#) 2011. in *Perspectives on the Performance of the Continent’s Economies*, (eds.) Phelps, Edmund S. and Hans-Werner Sinn, Cambridge, MIT Press.

“Financing the venturesome economy.” 2011. in [Innovation: How Europe Can Take Off](#) (eds.) Philip Whyte and Simon Tilford, London: Center for European Reform

[“The Trouble with Robo-Lending”](#) *Wall Street Journal* November 13 2010 A11

[“Don’t Expect Much From the R&D Tax Credit”](#) *Wall Street Journal* September 11, 2010, A15

[“The Judgment Deficit”](#). 2010. *Harvard Business Review* Vol. 88 No. 9 p.44-53

With Carl Schramm, “What’s Still Exceptional About America” *The International Economy* Fall 2009 p.44-45

[“Let Bankers Be Bankers”](#) *Forbes.com* September 25, 2009

[“Let’s Break up the Fed”](#) *Wall Street Journal* July 29, 2009 p. A15

[“An Accident Waiting to Happen.”](#) 2009. *Critical Review* 21(:2-3) 211-247

“The Elusive Underpinnings of U.S. Venturesomeness (If Not Prosperity)” (2009) *Journal of Applied Corporate Finance* Vol 21. No2 pp. 38-48

[“In Praise of More Primitive Finance.”](#) 2009. *The Economists’ Voice*: Vol. 6 : Iss. 3, Article 8.

[“The Venturesome Economy.”](#) 2009. *Journal of Applied Corporate Finance* Vol 21. No1 pp. 8-23

[“You Can’t Rush a Recovery”](#) (2009) *Wall Street Journal*, April 9, 2009 p. A15

[“The Upside of the Worst of Times”](#) *New York Times* Opinion March 18 2009

[“Consumers Can Still Spot Value in a Crisis”](#) (2009) *Wall Street Journal* March 12, 2009 p. A15

[“Don’t Believe the Stimulus Scaremongers”](#) (2009) *Wall Street Journal* February 17, 2009 p. A15

[“How Banking Diversification Steered us Wrong”](#) *BusinessWeek* February 9 2009, p. 30-31

[“Insiders and Outsiders”](#) *Forbes.com* September 25, 2008

With Edmund S. Phelps, [“A Dynamic Theory of China-US Trade: Making Sense of the Imbalances”](#) *World Economics* Vol. 8 No. 3 July-September 2007.

[“What holds back Bangalore Businesses?”](#) (2008) *Asian Economic Papers*, Vol 7, No. 1, pp. 10-153 Based on December 2004 [working paper](#)

“Offshoring: Why Venture Capital-Backed Businesses Stay at Home”(2009) in Audretsch, D. B., R. Litan and R. Strom, *Entrepreneurship and Openness*, Cheltenham, UK and Northampton, MA, USA, pp. 58-100: Edward Elgar. (Based on July 20, 2007 [working paper](#).)

With Carl Schramm, [“Phelps’s Prize”](#) Jan 29 2007. *The Wall Street Journal* p. A16

With Edmund S. Phelps, [“Merkantilismus im Reich der Mitte”](#) *Frankfurter Allgemeine Zeitung* 22 July 2006, Nr. 168 p. 13

[“How Novelty Aversion Affects Financing Options”](#)(2006). *Capitalism and Society: Vol. 1* No. 1, Article 1. (Accompanying [discussion by Robert Solow](#).)

With Edmund S. Phelps, [“Classical Theory versus the Real World”](#) July 25 2005. *The Wall Street Journal* p. A14

“Non-destructive creation: How entrepreneurship sustains development” in *The Emergence of Entrepreneurial Economics*, G.T. Vinig, R. van der Voort eds., Elsevier Science, pp. 55-70: Amsterdam ([based on a lecture given at the Royal Society of Arts, London on the 17th of November 2004](#))

[“What Role for Entrepreneurship in India?”](#) November 2004. mimeo

[“Tax and Spend, Please”](#) *Project Syndicate*, November 2004 ([Unabridged version](#))

Entrepreneurship and Venture Capital: Topics in Corporate Finance. (9) 2004. Amsterdam, Netherlands: Amsterdam Center for Corporate Finance.

[“More, bigger faster”](#) *Across the Board*, September-October 2004 (based on Oct 2003 Working Paper, [“Hard-headed optimism about globalization”](#))

[“Missing the true significance of outsourcing”](#) *Asian Wall Street Journal*, June 23, 2004.

[“The global economics of desire”](#) *Project Syndicate*, February 2004

“Building the Professional Firm: McKinsey & Co.: 1939-1968.” (2002) *International Journal of Entrepreneurship Education*, pp. 247-276. (from. [Working Paper 95-010 Harvard Business School: 1996](#)). (Revised July 2020.)

“Business as usual after boom and bust.” *Financial Times* July 9 2001

"David and Goliath, Reconsidered", *Harvard Business Review*, V 78, N 5, pp. 26-27, September-October 2000

"Will the real entrepreneur please stand up?" *Wall Street Journal Europe* August 7, 2000

"The art of overcoming those first-contract nerves", *Financial Times*, April 25, 2000

"[The Questions Every Entrepreneur Must Answer](#)," *Harvard Business Review*, V 73, N 6, pp. 120-130, November-December 1996.

"Fair Stock Markets: The Hidden Cost," *The New York Times*, January 22, 1995.

"High cost of liquidity," *Financial Times*, December 13, 1994.

"Efficient Markets, Deficient Governance," *Harvard Business Review*, V 72, N 6: pp. 129-139, November-December 1994.

"The hidden costs of investor protection: lessons from the US," *Royal Society of Arts Journal*, V CXLII, N 5452, July 1994: pp. 27-34. (from lecture delivered to the Royal Society of Arts, London April 13, 1994)

"[How Entrepreneurs Craft Strategies That Work](#)," *Harvard Business Review*, V 72, N 2: pp. 150-161, March-April 1994.

"Return to Judgment," *Journal of Portfolio Management*, V 20, N 2: pp. 19-25, Winter 1994.

"Clinton Business Plan: Help Unwanted." *The New York Times*, May 9, 1993, p F11.

"The Hidden Costs of Stock Market Liquidity," *Journal of Financial Economics*, V 34, 1993: pp. 31-51.

"[Bootstrap Finance: The Art of Start-ups](#)," *Harvard Business Review*, V 70, N 66, November-December 1992: pp. 109-117.

With Howard Stevenson, "Trust, Uncertainty, and Profit," *Journal of Socio-Economics*, V 21, N 3: pp. 191-208, Fall 1992. Won award at the IAREP/SASE (International Association for Research in Economic Psychology/Society for the Advancement of Socio-Economics) Conference, Stockholm, June 1991.

"Reversing Corporate Diversification," *Journal of Applied Corporate Finance*, V 3, N 2: pp. 70-81, September 1990.

With Howard Stevenson, "Why Be Honest if Honesty Doesn't Pay," *Harvard Business Review*, V 68, N 5: pp. 121-129, September-October 1990.

"In Praise of Corporate Raiders," *Policy Review*, N 47: pp. 21-23, Winter 1989.

"The Causes and Consequences of Hostile Takeovers," *Journal of Applied Corporate Finance*, V 2, N 2: pp. 36-59, Summer 1989.

"Why Not Leverage Your Company to the Hilt?," *Harvard Business Review*, V 66, N 3: pp. 92-98, May-June 1988.

With Howard Stevenson, "Employment versus Sub-Contracting: The Real Trade-Offs," Harvard Business School Working Paper 88-046, 1988. (Revised March 1992).

"Hustle as Strategy," *Harvard Business Review*, V 64, N 5: pp. 59-65, September-October 1986.

"Not Just a Fast-Buck Craving; What's Driving MBA's to Wall Street," *New York Times*, July 27, 1986.

"Beyond Keynes: Demand Side Economics," *Harvard Business Review*, V 6, N 4 : pp. 100-110, July-August 1983.

"Japan's 'Liberalized' Capital Market Is No Boon to Foreign Competitors," *The Los Angeles Times*, July 15, 1984.

"Finding Economic Formulas for the Third World," (book review) *The Wall Street Journal*, March 22, 1983.

"India's Conflict Between Dirigisme and Democracy," *The Wall Street Journal*, May 17, 1982.

"Looking at how managers work with workers," (book review) *The Wall Street Journal*, October 20, 1981.

With Tino Puri "Exchange Rates: Floating Does It Better," *The Wall Street Journal*, September 22, 1981.

With Tino Puri "The Crucial Weaknesses of Japan Inc.," *The Wall Street Journal*, June 8, 1981.

HBS Cases and Notes

Written for "Lessons from Transformational Medical Advances" Course

With Srikant M. Datar. [Note on the Development of Fecal Transplants](#) HBS Background Note 321-065, March 2021. (Revised April 2021).

With Srikant M. Datar and Fabio Vila. [Note on the Development of Coronary Arterial Bypass Grafting \(CABG\) \(through 2000\)](#) HBS Background Note 321-062, January 2021. (Revised June 2021).

With Srikant M. Datar and Katherine Stebbins. [Note on the Development of Magnetic Resonance Imaging \(through the 1990s\)](#) HBS Background Note 321-056, December 2020. (Revised May 2021)

With Srikant M. Datar and Katherine Stebbins. [Note on the Development of Prozac \(through 1999\)](#) HBS Note 321-057, December 2020. (Revised April 2021).

With Srikant M. Datar and Katherine Stebbins. [Note on the Development of Computed Tomography \(through the 1990s\)](#) HBS Background Note 321-055, December 2020. (Revised May 2021).

With Srikant M. Datar and Caitlin Bowler. [Note on the Development of Laparoscopic Surgery \(through the 1990s\)](#) HBS Background Note 321-060, December 2020. (Revised May 2021).

With Srikant M. Datar and Caitlin Bowler. [Laparoscopic Surgery \(B\)](#) (2000-2005) HBS Supplement 321-084, December 2020. (Revised May 2021).

With Srikant M. Datar and Katherine Stebbins. [Note on the Development of Endoscopy](#) (through the 1990s) HBS Background Note 321-061, December 2020. (Revised April 2021).

With Srikant M. Datar and Katherine Stebbins. [Note on the Development of Cephalosporins \(through 2000\)](#) HBS Background Note 321-059, November 2020. (Revised April 2021).

With Srikant M. Datar and Katherine Stebbins. [Note on the Development of Tamoxifen \(through 1999\)](#) HBS Background Note 321-058, November 2020. (Revised May 2021).

With Srikant M. Datar and Katherine Stebbins. [Note on the Development of Antibiotic Treatments for Ulcers.](#) HBS Background Note 321-053, November 2020. (Revised April 2021).

With Srikant M. Datar and Katherine Stebbins. [Note on the Development of Mammography \(through 2000\)](#) HBS Background Note 321-064, November 2020. (Revised May 2021).

With Srikant M. Datar and Katherine Stebbins. Note on the Development of Ultrasound Scanning (through 2000) HBS Background Note 321-054, November 2020.

With Srikant M. Datar and Katherine Stebbins. [Note on the Development of HIV/AIDS Controls, Tests, and Treatments \(through 2000\)](#) HBS Background Note 321-052, November 2020. (Revised April 2021.)

With Srikant M. Datar [Note on the Development of CAR-T Therapies \(through 2019\).](#)" HBS Background Note 321-063, December 2020. (Revised May 2021.)

With Srikant M. Datar. "Dame Cicely Saunders and the Modern Hospice Movement: A Brother's View." HBS Case 321-102, December 2020. (Revised December 2020.)

'Entrepreneurial' Cases and Notes

With Ankit Grover, Bhavik Shah, and Savant Shrestha. Fan Bi and Blank Label (A): August 2011 HBS Case 321-146.

With Ankit Grover, Bhavik Shah, and Savant Shrestha. Fan Bi and Blank Label (B): September 2011 HBS Supplement 321-147.

With Ankit Grover, Bhavik Shah, and Savant Shrestha. Fan Bi and Blank Label (C): December 2012 HBS Supplement 321-148.

With Ankit Grover, Bhavik Shah, and Savant Shrestha. Fan Bi and Blank Label (D): January 2018 HBS Supplement 321-149.

With Dennis Campbell and Kristin Stack, [Handelsbanken 2002](#), HBS case 116-019 (2016)

With Michael Roberts and Jeronimo Silva, [Smartbites](#), HBS case 813-074 (2012)

With Robert Lightfoot, Research Associate, “Jim Bender and Alert, Inc. (A)”, HBS case 897-009 (1996)
Entrepreneurial Management Course Overview Note, HBS note 396-345 (1996) .

The Road Well-Traveled, HBS note 396-277 (1996) .

Tales from Successful Entrepreneurs, HBS case 396-050 (1995).

Johnson-Grace: March 1994, HBS case 396-096 (1995).

Bob Reiss and Valdawn (A), HBS case 396-063 (1995).

Bob Reiss and Valdawn (B), HBS case 396-064 (1995).

Bob Reiss and Valdawn (C), HBS case 396-065 (1995).

Metropolis Software: May 1995, HBS case 396-005 (1995).

Note on Building the Self-Sustaining Firm, HBS note 395-200 (1995).

With Mark Thurber, Stonyfield Farm: September 1994, HBS case 395-157 (1995).

With Jay Dial, Physician Sales & Service, Inc.: June 1992 (A), HBS case 395-066 (1994).

Physician Sales & Service, Inc.: March 1993 (B), HBS case 395-157 (1994).

Physician Sales & Service, Inc.: March 1993 (C), HBS case 395-078 (1994) .

Physician Sales & Service, Inc.: July 1993 (D), HBS case 395-079 (1994) .

Physician Sales & Service, Inc.: August 1993 (E), HBS case 395-080 (1994).

Physician Sales & Service, Inc.: November 1993 (F), HBS case 395-119 (1994).

With Michael Alter, Selling As A Systematic Process, HBS case 395-091 (1994) .

Marcia Radosevich and Health Payment Review: 1989 (A), HBS case 394-204 (1994).

Marcia Radosevich and Health Payment Review: 1989 (B), HBS case 394-205 (1994).

Marcia Radosevich and Health Payment Review: 1989 (C), HBS case 394-206 (1994).

Marcia Radosevich and Health Payment Review: 1989 (D), HBS case 394-207 (1994).

Marcia Radosevich and Health Payment Review: 1989 (E), HBS case 394-208 (1994) .

Marcia Radosevich and Health Payment Review: 1989 (F), HBS case 394-209 (1994).

Marcia Radosevich and Health Payment Review: 1989 (G), HBS case 394-210 (1994).

Note on Developing Start-up Strategies, HBS note 394-067 (1993).

Deaver Brown and Cross River, Inc., HBS case 394-042 (1993).

Cherrill Farnsworth and TME, Inc.: 1990 (A), HBS case 394-021 (1993).

Cherrill Farnsworth and TME, Inc.: 1990 (B), HBS case 394-022 (1993).

With Laura Pochup, National Communications Inc. (A): 1988, HBS case 393-103 (1993).

With Laura Pochup, National Communications Inc. (B): 1988, HBS case 393-104 (1993).

McKinsey & Co. (A): 1956, HBS case 393-066 (1992).

McKinsey & Co. (B): 1966, HBS case 393-067 (1993).

With Valery Rayzman and Christopher J. Hackett, The DAG Group, HBS case 392-077 (1990).

Momenta Corporation (A), HBS case 392-013 (1991).

Momenta Corporation (B), HBS case 392-014 (1991).

Momenta Corporation (C), HBS case 392-048 (1991).

With Shawn J. Bryant, Yolanda R. Daniels, Nina T. Henderson, and M. Bruce Robinson, Granite Broadcasting Corporation (A), HBS case 392-008 (1991).

With Shawn J. Bryant, Yolanda R. Daniels, Nina T. Henderson, and M. Bruce Robinson, Granite Broadcasting Corporation (B), HBS case 392-009 (1991).

With Laura Pochop, Paul Olsen (A), HBS case 392-011 (1991).

With Laura Pochop, Research Associate, Paul Olsen (B), HBS case 392-015 (1991).

With Myra Hart, Peanut Butter Fantasies: June 1989, HBS case 391-072 (1990).

With Kevin Hinton, Image Presentations, Inc., HBS case 390-140 (1990).

Note on Acquiring Bank Credit, HBS note 391-010 (1990).

Note on Analyzing New Ventures, HBS note 393-053 (1992).

With Gerardo J. Espinoza, Note on Buying a Franchise, HBS note 491-024 (1990) [16].

Vinod Khosla and Sun Microsystems (A), HBS case 390-049 (1990).

Vinod Khosla and Sun Microsystems (B), HBS case 390-050 (1989).

Vinod Khosla and Sun Microsystems (C), HBS case 390-051 (1989).

With Howard Stevenson Note on Attracting Stakeholders, , HBS note 389-139 (1989).

Written for the Business, Government, and the International Economy Course

Sri Lanka (B), written under the supervision of Professor Bruce Scott: 1980.

Singapore (A), written under the supervision of Professor Bruce Scott: 1980.

Singapore (B), written under the supervision of Professor Bruce Scott: 1980.

The Irish Republic, written under the supervision of Professor Bruce Scott: 1979.

Teaching Notes

With Judith Maas, McKinsey & Co. (A) and (B), Harvard Business School Teaching Note 396-401 (1996).

Deaver Brown and Cross River, Inc., Harvard Business School Teaching Note.

Physician Sales & Service, Inc. (A) - (C), Harvard Business School Teaching Note 396-405 [9].

National Communications Inc. (A) and (B), Harvard Business School Teaching Note 396-369 [10].

Johnson-Grace: March 1994, Harvard Business School Teaching Note 396-332 (1996) [15].

Physician Sales and Service, Inc. (D) - (F), Harvard Business School Teaching Note 396-333 (1996) [8].

With Judith Maas, Marcia Radosevich and Health Payment Review: 1989 (A) - (G), Harvard Business School Teaching Note 396-218 (1996) [8].

The DAG Group, Harvard Business School Teaching Note 392-121 (1992) [9].

Image Presentations, Harvard Business School Teaching Note 392-120 (1992) [12].

With Myra Hart, Peanut Butter Fantasies, Inc. Teaching Note, Harvard Business School 392-119 (1992).

Vinod Khosla and Sun Microsystems (A), (B) and (C), Harvard Business School Teaching Note 392-118 (1992) [10].

Granite Broadcasting Corporation (A) and (B), Harvard Business School Teaching Note 392-117 (1992) [11].

Momenta Corporation (A), Harvard Business School Teaching Note 392-115 (1992) [6].

Momenta Corporation (B) and (C), Harvard Business School Teaching Note 392-116 (1992) [11].

Paul Olsen (A) and (B), Harvard Business School Teaching Note 392-114 (1992) [10].

Research grants

Kauffman Foundation grant to study the global interactions of VC-backed businesses.

Wadhvani Foundation grant to study the contribution of entrepreneurs to the development of Bangalore.

Selected speeches and presentations

Keynote Speech, Swedish House of Finance conference on “Credit Markets After the Crisis”, August 22 2016,

W.G Demas Memorial Lecture sponsored by the Caribbean Development Bank, May 22 2012

Keynote Speech, 10th Industry Congress, Istanbul Chamber of Commerce, December 15 2011

Keynote Lecture, Swedish Economic Forum, Stockholm November 18 2011

Lecture on financial crisis at the Royal Society of Arts, London 5 November 2008

Keynote lecture Third Conference Regional Comparative Advantage and Knowledge-Based Entrepreneurship, Amsterdam

Keynote Speech at the International Conference on Global Entrepreneurship, Seoul Korea, 3 November 2009

Lecture on globalization at the Royal Society of Arts, London 5 November 2008

The Eighth Cambridge Enterprise Conference Keynote lecture. 5th September 2007, Churchill College, Cambridge

OXONIA Distinguished Speaker series (Organized by the Oxford University Economics Department and Exeter College) 23 October 2006

Keynote talk, Annual Norwegian Conference on Finance and Business Administration at Norwegian School of Economics and Business Administration, Jan 5 2006

Lecture on Non-Destructive Creation at Royal Society of Arts, London on the 17th of November 2004

Keynote speech at Policy Forum organized by the New Zealand Ministry of Economic Development. (Wellington, May 03)