

***Hugh G. Courtney***  
***Professional Biography***  
***May 2011***

Hugh G. Courtney is Vice Dean and Professor of the Practice of Strategy at the University of Maryland's Robert H. Smith School of Business. As Vice Dean, he oversees the Smith School's undergraduate, MBA and MS degree programs, and leads the Smith School's global university and corporate partnership efforts. Before becoming Vice Dean, he served as Associate Dean of Executive Programs. During his tenure as Associate Dean the school's previously-unranked Executive MBA program rose to be ranked #15 in the United States and was rated the top program in the world for corporate strategy.

Dr. Courtney's publications on business strategy and competitive dynamics have been featured in leading practitioner journals such as the *Harvard Business Review*, *McKinsey Quarterly*, *Academy of Management Journal*, *Optimize*, *Research · Technology Management* and *Strategy & Leadership*. His book on strategy under uncertainty, *20/20 Foresight: Crafting Strategy in an Uncertain World*, was a business bestseller on Amazon.com, and received outstanding reviews from both practitioner and academic publications. In addition to these publications, Dr. Courtney disseminates his research results through frequent invited presentations to industry and academic conferences, and through interviews and invited letters in publications such as the *Sloan Management Review*, *Business Week Online*, *Entrepreneur*, and the *Financial Times*.

Dr. Courtney has won multiple teaching awards and maintains an active executive education and consulting practice. His clients include McKinsey & Company, Black & Decker, IBM, McCormick, Under Armour, National Security Agency, Entergy, Nextel, Ciena, Lockheed Martin, Northrop Grumman, Raytheon, and Hughes Network Systems.

Before returning to academia in 2002, Dr. Courtney was an Associate Principal with McKinsey & Company in Washington, DC. While at McKinsey, he was a leader in its Strategy Practice and served clients on six continents across most industry sectors, with particular emphasis on the chemicals and health care industries. His innovative consulting and research contributions while at McKinsey were recognized when *Consulting Magazine* named him as one of the five "Up and Comers" in the consulting industry in 2001.

Dr. Courtney is also the former Chairman of the Board of Directors of D&E Communications, Inc., a provider of voice, data and video services in central and eastern Pennsylvania which was successfully merged into Windstream Corporation (NASDAQ:WIN) in November 2009.

Dr. Courtney earned his Ph.D. in economics from the Massachusetts Institute of Technology and his B.A. in economics from Northwestern University.

*Hugh G. Courtney  
Curriculum Vitae  
May 2011*

***BUSINESS ADDRESS:***

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7316 Baltimore Avenue  
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***EDUCATION***

**Massachusetts Institute of Technology, Ph.D., Economics, 1991**

Thesis title: “The Beveridge Curve and Okun’s Law: A Reexamination of Fundamental Macroeconomic Relationships in the U.S.”

Advisor: Olivier J. Blanchard

Honors: National Science Foundation Graduate Fellowship, 1985-1988

**Northwestern University, B.A. with Distinction, Economics, 1985**

Honors thesis title: “Internal Rates of Return to Investments in College Education”

Advisor: Michael Marrese

Honors: Phi Beta Kappa; Economics Department Honors; F.S. Diebler Award for Outstanding Senior Honors Thesis; Maycourt Award for Academic Excellence; National Merit Scholarship

***ACADEMIC EXPERIENCE***

***Current Position***

**Robert H. Smith School of Business, University of Maryland, College Park, MD  
(June 2002-Present)**

**Vice Dean (September 2010-present)**

Work closely with the Dean on all aspects of the Smith School’s mission as his “second in command.” Specific duties include:

- **Academic program leadership:** I oversee the Smith School's undergraduate, MBA, MS and executive programs. Key accomplishments include:
  - Gaining faculty agreement on major curriculum redesign efforts in both our undergraduate and MBA programs this year. Implementation efforts are moving forward aggressively at this time.
  - Gaining faculty agreement on two new MS programs in supply chain management and information systems which are set to launch in fall 2011, and a third new MS program in marketing analytics which will launch in fall 2012.
  - Working with our Chinese university partners to reach agreement to relaunch a joint EMBA program in Beijing, tentatively scheduled to start in early 2012.
  
- **Stakeholder relations and community outreach:** I oversee the Smith School's corporate relations, global partnerships, and special events teams, and often represent the Smith School at conferences, university leadership meetings, alumni and corporate recruiter events, and student-led activities. Key accomplishments include:
  - Forming the Smith School Advisory Board's first Corporate Outreach Committee with well-defined roles and accountabilities.
  - Redesigning the Smith School's event planning and execution processes to focus on higher-profile events that are best aligned with the school's strategic priorities (e.g., CEO@Smith program).
  - Working with our global programs team to increase the number of short-term study abroad opportunities for our MBA and EMBA students by 67% (from 9 to 15 different locations).
  
- **Administrative leadership:** I chair the Smith School's Executive Committee and Faculty Assembly, and lead and/or participate in a number of other key task forces and committees including the university's undergraduate general education implementation committee; senior staff committee; corporate strategy committee; master's program curriculum committee; and several others. Key accomplishments include:
  - Gaining Executive Committee consensus on key faculty workload and governance issues, as well as cross-department commitment to classroom rigor, professionalism and grading norms.
  - Leading the Smith School's effort to ensure successful implementation of the university's new undergraduate general education requirements starting in Fall 2012.
  - Working closely with the Dean and his assistant to ensure a successful AACSB reaccreditation process and visit.

**Professor of the Practice of Strategy, Department of Management and Organization (August 2007-present)**

Awarded rare “Professor of the Practice” designation after a comprehensive, university external review process which recognized my distinctive contributions to the practice of management and business strategy. Position involves the usual teaching and service responsibilities, as well as practitioner-oriented research, publications and professional service. Key accomplishments include:

- Winning the prestigious “top 15%” instructor award at the Smith School for every year I have taught at the school.
- Designing and delivering several new MBA and EMBA core and elective courses on business unit and corporate strategy, strategy implementation, and management consulting.
- Serving on corporate and non-profit boards; serving as an Associate Editor of *Long Range Planning*, a practitioner-oriented research journal; maintaining a robust set of consulting clients; and publishing in prestigious practitioner-oriented journals such as the *McKinsey Quarterly* while maintaining full teaching and university service loads.

**Associate Dean of Executive Programs (July 2008-February 2011)**

Led all aspects of, and had full profit-and-loss responsibility for, the Smith School’s ~\$7m executive education business, including Executive MBA programs and non-degree custom and open-enrollment programs for executives. Key accomplishments included:

- Leading a comprehensive faculty and staff effort to redesign key aspects of our EMBA program, including new faculty collaboration and staff service models; new curricular options; new marketing and recruiting efforts; and new alumni programming. The EMBA program was unranked in July 2008, but in Fall 2010 (the latest rankings available) the *Financial Times* ranked the Smith EMBA program #36 in the world and #15 in the United States, and the *Wall Street Journal* ranked the program #22 in the world. The *Financial Times* EMBA specialty rankings placed the Smith EMBA as #9 in the world for entrepreneurship and #1 in the world for corporate strategy.
- Enrolling the Smith School’s largest and highest-quality EMBA student cohort in program history in January 2011 despite a downturn in the EMBA market overall.
- Developing a variety of new, prestigious custom executive education clients for the Smith School including CSX, General Dynamics, Ciena, Force 3, Maryland Bankers Association, and others.
- Bringing new open-enrollment non-degree programs to market, including a program with IIM-Bangalore (India) and Zhejiang University (China), the mini-MBA certificate program, and a corporate board governance program.
- Building a world-class staff team by changing the composition of the team significantly and helping to create a new service- and process-oriented culture focused on continuous improvement and industry leadership.

**Distinguished Tyser Teaching Fellow, Department of Management and Organization (December 2005-August 2007)**

**Senior Fellow, Executive Education (July 2003-July 2008)**

**Senior Director of Action Learning Projects, Executive Education (January 2003-June 2004)**

**Teaching Professor, Department of Management and Organization (August 2003-December 2005)**

**Adjunct Professor of Strategy, Department of Management and Organization (June 2002-August 2003)**

*Previous Academic Positions*

**Nyenrode Business Universiteit, Breukelen, The Netherlands (June 2007-June 2009)**

Guest lectured and conducted joint research with Dr. Fred van Eenennaam as a Visiting Professor in Nyenrode's Strategy Center during the summers of 2007-2009.

**Mack Center for Technological Innovation, The Wharton School, Philadelphia, PA (2002-2003)**

Participated in Mack Center conferences and research efforts as a Senior Fellow.

**Australian Graduate School of Management, Sydney, Australia (April-May 2002)**

Lectured in Executive MBA program and conducted joint research with Dr. Dan Lovallo as Visiting Professor.

**The George Washington University, Washington, DC (August 1990-June 1993)**

As tenure-track assistant professor, taught undergraduate courses in economics, conducted research on unemployment and macroeconomic fluctuations, and served as Economics Department research seminar coordinator.

**Massachusetts Institute of Technology, Cambridge, MA (September 1988-May 1990)**

As Ph.D. student in the Department of Economics, taught undergraduate courses in economics and provided teaching and research assistance to Professors Olivier Blanchard, Julio Rotemberg, Danny Quah, and Paul Krugman.

## ***BUSINESS AND NON-PROFIT MANAGEMENT EXPERIENCE***

### **Hugh Courtney Consulting, Takoma Park, MD (April 2002-present)**

**Sole proprietor** delivering management consulting, executive education, public speaking and research services to private and public sector clients. Services delivered independently and through affiliations with McKinsey & Company, Inc., Katzenbach Partners LLC, and the Analysis Group.

### **D&E Communications, Inc., Ephrata, PA (September 2005-November 2009)**

**Chairman of the Board and Chairman of the Executive Committee** of NASDAQ-traded (DECC) integrated communications provider with annual revenues of ~\$160 million. D&E was successfully merged into Windstream Corporation (NASDAQ: WIN) in November 2009.

### **MiraMed Institute, Washington, DC (January-June 2008)**

**Treasurer and member of the Board of Directors** for non-profit education and advocacy organization serving abandoned, institutionalized and at-risk children in Russia with annual revenues of ~\$3 million.

### **Firefly Children's Network, Washington, DC (August-December 2007)**

**Board member and member of the Finance Committee** for non-profit education and advocacy organization with annual revenues of ~\$1 million. Firefly merged with MiraMed Institute on January 1, 2008.

### **Takoma Children's School, Washington, DC (September 2004-July 2007)**

**Treasurer, board member and member of the Finance and Expansion Committees** for non-profit pre-school with annual revenues of ~\$500,000.

### **McKinsey & Company, Inc., Washington, DC (July 1993-March 2002)**

#### **Associate Principal (June 2000 – March 2002)**

Member of Strategy Practice leadership team for preeminent strategic management consulting firm. Conducted and published applied research; developed and delivered numerous client and consultant training programs; and served senior executive clients at Global 1000 companies on six continents on a wide variety of strategic management issues. Key accomplishments included:

- Defining and pioneering the first “strategy expert” position in McKinsey’s history; this new position and my career path ultimately became a model for new expert hires in multiple McKinsey functional and industry practice areas.
- Being recognized by *Consulting Magazine* in 2001 as one of five “Up and Comers” in the consulting industry.
- Developing and disseminating a number of business unit and corporate strategy development tools and frameworks which became “core” elements of McKinsey’s consultant toolkit.
- Publishing a bestselling book, *20/20 Foresight: Crafting Strategy in an Uncertain World* (Harvard Business School Press, 2001) which codified my research and consulting work in helping clients address “big bet” strategic decisions under high degrees of environmental uncertainty.

**Strategy Practice Senior Engagement Manager (December 1998-June 2000)**

**Strategy Practice Engagement Manager (May 1996 – December 1998)**

**Strategy Practice Specialist (May 1995 – May 1996)**

**Associate (July 1993 – May 1995)**

### ***RESEARCH INTERESTS AND EXPERTISE***

Applied game theory and competitive strategy

Strategic planning and decision making under uncertainty

The link between management research and practice

Business education pedagogy and impact (see blog postings on this topic at: <http://blogs.rhsmith.umd.edu/emba/category/hugh-courtney/>)

### ***BUSINESS STRATEGY PUBLICATIONS***

**Note: While these publications were written for practitioner-oriented journals and audiences, they have also had a significant impact on academic research. According to Google Scholar, these publications have been cited approximately 835 times in total as of May 2011.**

*20/20 Foresight: Crafting Strategy in an Uncertain World*, Boston, MA: Harvard Business School Press, 2001. (Available in English, Spanish, Portuguese, Korean and Mandarin editions).

“How to be Proactive in the Face of Uncertainty: Scenario Planning for School Districts,” (with John J-H Kim), *The District Management Journal*, Volume 2, Summer 2009.

“A Fresh Look at Strategy Under Uncertainty: An Interview,” *The McKinsey Quarterly*, published online at [http://www.mckinseyquarterly.com/fresh\\_look\\_at\\_strategy\\_under\\_uncertainty\\_2256](http://www.mckinseyquarterly.com/fresh_look_at_strategy_under_uncertainty_2256), December 2008, excerpted in the print edition, January 2009.

“Getting Into Your Competitor’s Head,” *The McKinsey Quarterly*, (with John Horn and Jayanti Kar), January 2009.

“Perceived Causes and Solutions of the Translation Problem in Management Research,” (with Debra L. Shapiro and Bradley L. Kirkman), *Academy of Management Journal*, Volume 50, No. 2, 2007.

“Bringing Rigor and Reality to Early-Stage R&D Decisions,” (with Dan Lovallo), *Research · Technology Management*, Volume 47, No. 5, September-October 2004.

“Decision-Driven Scenarios for Assessing Four Levels of Uncertainty,” *Strategy & Leadership*, Volume 31, No. 1, January-February 2003.

“Road Maps Through Uncertainty,” *Optimize*, March 2002.

“How to Manage Uncertainty,” *Forethought*, February 2002.

“Strategies for Tough Times,” *HBS Working Knowledge*, January 14, 2002.

“Making the Most of Uncertainty,” *The McKinsey Quarterly*, no. 4 (2001), 38-47.

Reprinted in:

“Making the Most of Uncertainty,” *Actuarial Futures*, March 2002.

“Making the Most of Uncertainty,” *Electronic Business Asia*, December 2001.

“Keeping Your Options Open,” *World Economic Affairs*, vol. 2, no. 3 (Winter 1999): 58-59.

“What is Business Strategy?” *World Economic Affairs*, vol. 2, no. 2 (Spring 1998): 46-47.

“Strategy Under Uncertainty,” (with Jane Kirkland and Patrick Viguerie), *Harvard Business Review* 75, no. 6 (November-December 1997): 66-79.

Reprinted in:

“Strategy Under Uncertainty,” *The McKinsey Quarterly Anthologies: On Strategy*, no. 3 (2000): 81-90.

“Strategy Under Uncertainty,” in *Managing in the New Economy*, edited by Joan Magretta, Boston, MA: Harvard Business School Press, 1999: 67-89.

“Strategy Under Uncertainty,” in *Harvard Business Review on Managing Uncertainty*, Boston, MA: Harvard Business School Press, 1999: 1-31.

“Games Managers Should Play,” *World Economic Affairs*, vol. 2. No. 1 (Autumn 1997): 48-49.

Reprinted in “Games Managers Should Play,” *The McKinsey Quarterly Anthologies: On Strategy*, no. 3 (2000): 91-96.

## ***CONTRIBUTIONS TO THE BUSINESS PRESS***

In addition to the above publications, I have disseminated my research results through frequent invited presentations to industry and academic conferences, and through interviews and invited letters in publications such as the *Sloan Management Review*, *Business Week Online*, *Entrepreneur*, *Financial Times*, *CIO Insight*, and *Ubiquity*. My most recent contributions to the business press include:

- “Spirit of Volunteerism Can Affect the Bottom Line,” *Career Coach* column, *Washington Post’s Capital Business* magazine, January 3, 2011 (<http://www.washingtonpost.com/wp-dyn/content/article/2010/12/30/AR2010123003265.html>)
- “Fake it and You Won’t Make it,” *Career Coach* column, *Washington Post’s Capital Business* magazine, February 14, 2011 (<http://www.washingtonpost.com/wp-dyn/content/article/2011/02/11/AR2011021105888.html>)
- “Leading Complex Organizations,” *Smith Business Close-Up* interview on Maryland Public Television, January 20, 2011 ([http://www.rhsmith.umd.edu/news/stories/2011/SBCU\\_JanB.aspx](http://www.rhsmith.umd.edu/news/stories/2011/SBCU_JanB.aspx))

## ***REFEREED CONFERENCE AND INVITED PRESENTATIONS***

“Where and Why Foresight Has Proven Actionable: Lessons from the Private Sector,” Actionable Foresight Conference, National Defense University, Washington, DC, June 18, 2010

“Creating Success out of Uncertainty,” Thought Leadership@Smith Speaking Series, Baltimore, MD, December 11, 2009; Washington, DC, January 30, 2009

“Real Options: Teaching Strategy for Uncertain Environments,” Strategic Management Society 29<sup>th</sup> Annual Conference, Washington, DC, October 13, 2009

“Strategic Intelligence: A Frame for Strategy Teaching and Practice,” Villanova University School of Business, Villanova, Pennsylvania, September 28, 2009

“How to Survive and Thrive in the Changing Global Economy,” Thought Leadership Forum, Smith School of Business, Shanghai, China, July 19, 2009

“Strategic Planning and Decision-Making in Difficult, Uncertain Times,” District Management Council Superintendents’ Strategy Summit, Miami, Florida, January 15, 2009

“Models and Strategic Decision-Making Under Uncertainty,” Strategic Management Society 28<sup>th</sup> Annual Conference, Cologne, Germany, October 13, 2008 (with Fred van

Eenennaam) (Paper was one of five finalists for Conference Best Paper for Practice Implications award)

“Deciding How to Decide,” Strategic Management Society 28<sup>th</sup> Annual Conference, Cologne, Germany, October 13, 2008 (with Carmina C. Clarke and Dan Lovallo)

“Using Research Centers to Foster ABC Collaboration,” Panel Discussion Moderator, Strategic Management Society 28<sup>th</sup> Annual Conference, Cologne, Germany, October 12, 2008 (with Jay Barney, Paul Schoemaker and Bolko von Oetinger)

“Understanding and Predicting Competitor Behavior,” Global Strategy Conference, McKinsey & Company, Dubai, UAE, November 15, 2007 (with Kevin Coyne and John Horn)

“Getting Inside Your Competitor’s Head,” Strategic Management Society 27<sup>th</sup> Annual Conference, San Diego, California, October 17, 2007 (with John Horn and Jayanti Kar)

“When to Commit: Game-Theoretic Real Option Models and Their Application,” Strategic Management Society 27<sup>th</sup> Annual Conference, San Diego, California, October 17, 2007 (with Jayanti Kar)

“You Just Don’t Understand: Translation and the Impact of Strategic Management Research on Practice,” Strategic Management Society 26<sup>th</sup> Annual Conference, Vienna, Austria, October 28, 2006

“Strategy Consulting: Lessons from the Frontline,” Whitman Consulting Forum, Whitman School of Management, Syracuse University, Syracuse, New York, April 21, 2006

“Why Markets Don’t Stand Still and What Firms Can Do About It,” Professional Development Workshop, Academy of Management Annual Meeting, Honolulu, Hawaii, August 6, 2005

“Game Theory in Action,” Featured Panel Presentation, Strategic Management Society 24<sup>th</sup> Annual International Conference, San Juan, Puerto Rico, November 1, 2004

“The Professional Consultant,” Smith Consulting Forum, Robert H. Smith School of Business, University of Maryland, College Park, Maryland, October 1, 2004

“Difficult Decisions: Where Good Theory, Good Practice, and Good Teaching Should Meet,” Kenan-Flagler Business School, University of North Carolina, Chapel Hill, North Carolina, February 9, 2004

“Value-Creating Consulting Engagements,” Panel Discussion Moderator, Smith Consulting Forum, Robert H. Smith School of Business, University of Maryland, College Park, Maryland, November 7, 2003

“20/20 Foresight: Crafting Strategy in an Uncertain World,” Business Forecast 2003/2004 – The Two-Way Forum on the Future Conference, Schulich School of Business, York University, Toronto, Ontario, Canada, November 5, 2003

“Strategy in Action,” Panel Discussion Moderator, Business Forecast 2003/2004 – The Two-Way Forum on the Future Conference, Schulich School of Business, York University, Toronto, Ontario, Canada, November 5, 2003

“Crafting Strategy in an Uncertain World,” American Bakers Association, Executive Leadership Development Committee Public Policy Forum, Washington, DC, October 28, 2003

“Corporate Evolution and Strategic Change,” Panel Discussion Moderator, Industry Networking Night, Robert H. Smith School of Business, University of Maryland, Washington, DC, October 24, 2003

“Strategy and Succession,” Organizational Leadership Succession Program, Neighborhood Reinvestment Corporation and University of Maryland, College Park, Maryland, October 24, 2003

“Managing Uncertainty,” Management & Leadership Forum, The World Bank and Robert H. Smith School of Business, College Park, Maryland, October 17, 2003

“Does IT Provide a Strategic Advantage?” Visionary Panel participant, Inforum 2003 Conference, Robert H. Smith School of Business, University of Maryland, College Park, Maryland, October 10, 2003

“Crafting Strategy in an Uncertain World,” 2003 Executive Business Symposium, Kenan-Flagler Business School, University of North Carolina, Chapel Hill, North Carolina, June 13, 2003

“Decision Traps and How to Avoid Them,” Children’s National Medical Center, Third Annual Ambulatory Nurse Retreat, Washington, DC, April 25, 2003

“Crafting Strategy in an Uncertain World,” Office of Naval Research, Ocean, Atmosphere & Space Division, Annual Offsite, Warrenton, Virginia, April 21, 2003

“Strategy Under Uncertainty,” Strategic Leadership Seminar, U.S. Army War College, Carlisle, Pennsylvania, November 7, 2002

“Resilient Business Strategies,” Technology Transfer Institute/Vanguard conference on “Designing for Resiliency,” Brussels, Belgium, July 17, 2002

“Crafting Strategy in an Uncertain World,” Center for Corporate Innovation, California Electronics Executive Summit, Newport Beach, California, May 20, 2002

“20/20 Foresight: Crafting Strategy in an Uncertain World,” American Association of Museums, Annual Meeting & Museum Expo, Dallas, Texas, May 14, 2002

“Making the Most of Uncertainty,” Association of Internal Management Consultants, Annual Conference, Jacksonville, Florida, May 6, 2002

“Levels of Uncertainty and Implications for Business Strategy,” The Mack Center for Technological Innovation, The Wharton School, University of Pennsylvania, conference on “Managing Uncertainty,” Philadelphia, Pennsylvania, May 3, 2002

“Crafting Strategy in an Uncertain World,” Alumni Strategy Interest Group forum, McKinsey & Company, London, England, March 21, 2002

“Crafting Strategy in an Uncertain World,” Strategy World Congress, Said Business School, Oxford University, Oxford, England, March 19, 2002

“Quick and Fast: Successful Strategies for High Growth and Entrepreneurial Firms,” Kogod Interactive 2002 Conference, Kogod School of Business, American University, Washington, DC, February 23, 2002

“20/20 Foresight: Crafting Strategy in an Uncertain World,” Innovations 01 Conference, Fairfax County Chamber of Commerce, Fairfax County, Virginia, October 24, 2001

“20/20 Foresight: Crafting Strategy in an Uncertain World,” Conference on “Winning in the New Millennium,” Milan, Italy, September 8, 2001

“Understanding and Shaping Competitive Pricing Dynamics,” Strategic Management Society Annual Conference, Orlando, Florida, November 2, 1998

“Games Managers Should Play: Lessons from the Front Line,” Applied Microeconomics Workshop, The George Washington University, Washington, DC, December 12, 1997

“Using Game Theory to Inform Strategic Decision Making,” Strategic Management Society Annual Conference, Barcelona, Spain, October 8, 1997

“Developing Strategy Under Uncertainty,” Strategic Management Society Annual Conference, Barcelona, Spain, October 7, 1997

Dozens of presentations at internal McKinsey and client conferences on strategy under uncertainty, game theory, pricing, and other business unit and corporate strategy issues, 1993 – 2002

Presentations on various macroeconomic topics at the American Economic Association Annual Conference, the Western Economic Association Annual Conference, and the Eastern Economic Association Annual Conference, 1990 – 1993

Presentations on various macroeconomic topics to the Federal Reserve Board, Federal Reserve Bank of Boston, Federal Reserve Bank of New York, Federal Reserve Bank of Chicago, and IMF, 1990 – 1993

Academic seminar presentations on various macroeconomic topics at the Massachusetts Institute of Technology, McGill University, The George Washington University, Virginia Polytechnic University, University of Illinois – Chicago, and Washington University, 1990 – 1993

## ***TEACHING EXPERIENCE***

### **Executive MBA Courses**

Corporate Strategy (Smith School of Business)

Competitive Strategy (Smith School of Business)

Competition, Strategy and Globalization (Smith School of Business)

Strategic Management (Smith School of Business)

Action Learning Projects (Smith School of Business)

Strategy Under Uncertainty (Guest lecturer, Australian Graduate School of Management)

## **MBA Courses**

Strategic Management (Smith School of Business)

Implementing Strategy (Smith School of Business)

Industry and Competitor Analysis (Smith School of Business)

Management Consulting (Smith School of Business)

Consulting Field Projects (Smith School of Business)

Strategy Under Uncertainty (Guest lecturer, Columbia University, Georgetown University, Nyenrode Business Universiteit)

Applied Game Theory (Guest lecturer, University of North Carolina, Nyenrode Business Universiteit)

Introductory Microeconomics (MIT)

Global Macroeconomics (MIT – teaching assistant)

## **Undergraduate Courses**

Strategy Under Uncertainty (Guest lecturer, Villanova University, American University)

Introductory macroeconomics (MIT, George Washington University)

Intermediate microeconomics (MIT – teaching assistant)

Intermediate macroeconomics (MIT – teaching assistant, George Washington University)

Money and banking (George Washington University)

## **Non-degree Executive Education Courses**

Contributor to open-enrollment programs on strategy, leadership and/or decision making at: Robert H. Smith School of Business, University of Maryland; The Wharton School; Columbia Business School; Australian Graduate School of Management; The Brookings Institution; The Polish-American Management Center at the University of Lodz, and Nyenrode Business Universiteit (April 2002-present)

Designed and delivered custom programs on strategy, organization design, leadership and/or decision making on my own and in conjunction with the Smith School, Wharton School and Duke Corporate Education at: McKinsey & Company; McCormick; Black & Decker; AmerisourceBergen; Washington Metropolitan Area Corporate Counsel Association; IBM; MedChi: The Maryland State Medical Society; Ciena; Shanghai Municipal Government; Nextel; Raytheon; Force 3; Northrop Grumman; Lockheed Martin; Maryland Motor Vehicle Administration; Bodycote; Hughes Network Systems; Entergy; National Security Agency; Office of the Director of National Intelligence; Anne Arundel Health System; and 3e Technologies International (November 2002-present)

Designed and delivered approximately 50 client training workshops on game theory, pricing and competitive strategy issues while at McKinsey & Company (1993-2002)

Designed and delivered approximately 15 training sessions on applied microeconomics for McKinsey & Company's Mini-MBA program (1993-2002)

### **Teaching Awards**

Krowe Award for Teaching Excellence, Robert H. Smith School of Business, University of Maryland, 2004

"Top 15%" award for teaching evaluation scores, Robert H. Smith School of Business, 2002-03, 2003-04, 2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, 2010-11 (every year that I have taught at the Smith School)

### ***PROFESSIONAL SERVICE***

#### **Internal university service**

Vice Dean, Smith School of Business (September 2010-present)

Associate Dean of Executive Programs, Smith School of Business (July 2008-February 2011)

Executive Committee member/Chair, Smith School of Business (Summer 2008-present; Chair as of September 2010)

Chair, Faculty Assembly, Smith School of Business (September 2010-present)

Masters Program Design, Development and Innovation Committee member, Smith School of Business (Summer 2008-present)

General Education Implementation Committee, University of Maryland, College Park (September 2010-present)

Elected member of Faculty Council, Smith School of Business (Fall 2006-Spring 2008)

Strategy and Entrepreneurship Search Committee, Department of Management and Organization, Smith School of Business (August 2007-May 2008)

Corporate Relations Task Force member, Smith School of Business (Fall 2007)

MBA Core Course Coordinator, Strategic Management, Smith School of Business (Fall 2003-Summer 2004; Fall 2006-Spring 2008)

Endowed Chair Search Committee, Department of Management and Organization, Smith School of Business (Fall 2006-Spring 2007)

Search Committee, Department of Management and Organization, Smith School of Business (Spring 2007)

Teaching Enhancement Committee, Department of Management and Organization, Smith School of Business (May 2005-May 2007)

Faculty Advisor, MBA Consulting Club, Smith School of Business (Fall 2003-May 2007)

Faculty Salary Review Committee, Smith School of Business (Spring 2006)

Tyser Teaching Fellow Search Committee, Department of Management and Organization, Smith School of Business (Spring 2006)

Undergraduate Core Course Coordinator, Business Policies, Smith School of Business (Fall 2003-Summer 2005)

Head of case-selection committee and judge, MBA case competition, Smith School of Business (Fall 2004)

### **External professional service**

Chief Strategy Officer Roundtable member, McKinsey & Company, Washington, DC metropolitan area (Fall 2007-present)

Associate Editor, *Long Range Planning* (April 2007-July 2009)

Practice Representative, Competitive Strategy Interest Group, Strategic Management Society (Fall 2007-September 2009)

Judge, Best Paper for Practice Implications prize, Strategic Management Society Conference, October 2007

Co-leader of the McKinsey Strategy Institute, an organization designed to improve the quality of McKinsey's strategy research and to increase collaborative research efforts with academics and business practitioners (January 2001-March 2002)

Co-leader of McKinsey & Company's effort to co-sponsor the Strategic Management Society's Annual Conference, San Francisco, CA (2001)

Reviewer, Strategic Management Society Conference submissions (1998 and 2001)

Judge, McKinsey Best Paper Prize competition, Strategic Management Society Conference (1998 and 2001)

Dissertation Committee member for Ph.D. students at The George Washington University, the University of North Carolina at Chapel Hill and University of Western Australia (various dates)

Reviewer of manuscripts for the *Strategic Management Journal*, *Long Range Planning*, *Quarterly Journal of Economics*, *Review of Economics and Statistics*, Addison-Wesley Publishing, MIT Press, and Harvard Business School Press (various dates)

Member of the Strategic Management Society and the Academy of Management