

VITA OF

PAUL J. H. SCHOEMAKER

March 2005

EDUCATION

University of Groningen, Groningen, The Netherlands
Studied Physics and Mathematics, 1968-1969

University of Notre Dame, South Bend, Indiana
B.S. in Physics, Magna Cum Laude, 1972

The Wharton School, University of Pennsylvania, Philadelphia
- M.B.A. in Finance, 1974
- M.A. in Management, 1976
- Ph.D. in Decision Sciences, 1977

Ph.D. Thesis: *Experimental Studies on Individual Decision Making Under Risk*

PROFESSIONAL EXPERIENCES

- 10/91-Now Chairman and CEO, Decision Strategies International, Inc.
- 1/97 - Now Research Director of the Mack Center for Technological Innovation,
and Adjunct Professor of Marketing; The Wharton School, PA.
- 9/01 – 8/02 Visiting Professor of Decision Sciences, The London Business School
- 1/95 – 1/96 Adjunct Professor of Operations and Information Management,
The Wharton School, University of Pennsylvania, Philadelphia.
- 11/92-1995 Visiting Professor, CEDEP at INSEAD, Fontainebleau, France
- 10/88-8/91 Associate Professor of Strategy, Graduate School of Business, U. of Chicago
- 4/84-10/88 Associate Professor of Decision Science and Policy, Graduate School of
Business, University of Chicago
- 8/82-3/84 Sabbatical with Corporate Planning Group of Royal/Dutch Shell, London
- 7/79-7/82 Assistant Professor of Decision Science, Graduate School of Business,

University of Chicago

- 7/77-5/79 Assistant Professor of Management, The Wharton School, University of Pennsylvania
- 7/78-12/78 Visiting Assistant Professor, Graduate School of Management, Delft, The Netherlands
- 7/75-7/77 Lecturer of Management, The Wharton School
- 1/69-6/70 Military Service, Mandatory Draft into Dutch Army

COURSES TAUGHT

1. *Introduction to Management*: Scientific Management, Human Relations, Organizational Behavior, Organization Design, Quantitative Methods.
Undergraduate Course; 5 years; Wharton
2. *Finite Mathematics*: Linear Equations, Systems of Equations, Vector and Matrix Operations, Logarithms, Functions.
Undergraduate Course; 1 semester; Wharton (Evening Program)
3. *Introduction to Decision Sciences*: Quantitative Modeling (Inventory Models and Utility Theory), Decision Support Systems, Human Limitations, Organizational Decision Making.
Undergraduate Course; 1 semester; Wharton
4. *Management Games*: Simulated Oligopolistic Industry (The Wharton Game), Strategy, Planning, Functional Analyses, Group Decision Making.
Graduate Course; 2 semesters; Wharton (Executive MBA Program)

Co-instructor of INTOP (an international business game with many firms per industry).
Graduate Course; 1 quarter; Delft (MBA)
5. *Corporate Growth and Development*: Business Strategy, Corporate Planning, Formal Decision Methods, Organizational Design, External Growth, Evaluating Acquisition Candidates, Financial Analysis, Post-Merger Period.
Graduate Course; 2 semesters; Wharton (MBA)
6. *Organization Theory*: Theoretical and Empirical Findings on Contingent Relationships Among Technology, Structure, Processes, People and Reward Systems.
Graduate Course; 1 Quarter; Delft (MBA)
7. *Behavioral Decision Making*: Normative Principles, Bounded Rationality, Heuristics and Biases, Lens Model, Bootstrapping, Expected Utility Theory.

Graduate Course; 12 Quarters; Univ. of Chicago (MBA)

8. *Decision Making Under Risk*: Views on Probability, Subjective Probability Revision, Expected Utility Theory, Alternative Models (Prospect Theory, Generalized Utility, Regret Theory, SEU), Empirical Evidence, Behavioral Views on Risk and Rationality. Graduate Course; 4 Quarters; Univ. of Chicago (MBA and Ph.D.)
9. *Strategic Management*: Core MBA course and two-day seminar for senior executives (Univ. of Chicago). Focused on scenario construction, competitor analysis, strategic vision, options generation, and evaluation. Presented structured approach to dealing with complex strategic issues; emphasis is on concepts, process and methodology.
10. *Strategic Thinking*: Advanced MBA course (Univ. Of Chicago) focusing on blindspots and barriers in strategy. Combined economic, psychological, biological, military and managerial perspectives in the context of real-life strategy problems.
11. *Strategic Negotiation*: Semester course for Wharton MBAs addressing the theory and practice of negotiation, using many interactive case exercises. Covered economic, behavioral and clinical perspectives on the art and science of distributive and integrative bargaining.

Executive Education

Served as academic (co-) director for the following executive programs:

At Berkeley: Strategic Planning Under Uncertainty; CUES CEO Institute.

At Cedep, Insead: Thinking Right; Scenario Planning

At Wharton: Critical Thinking; Managing Emerging Technologies; Winning in the New Millenium;

PUBLICATIONS (BY YEAR)¹

1978

*Galbraith, J., and Schoemaker, P. J. H., "Technology and Organization Design: A Managerial Assessment," Chapter One in Studies in Operations Management, A. C. Hax (ed.), North Holland Publishing Co., 1978, pp. 3-40.

¹ * means the paper is practitioner oriented (e.g. MBA students and managers)

Schoemaker, P. J. H., "Context Credibility and Format Bias in Retrospective Judgment," Proceedings of the American Institute for Decision Sciences, St. Louis, October 1978, pp. 36-38.

1979

Schoemaker, P. J. H., "The Role of Statistical Knowledge in Gambling Decisions: Moment versus Risk-dimension Approaches," Organizational Behavior and Human Performance, Vol. 24, 1-17, 1979.

Schoemaker, P. J. H., and Kunreuther, H. C., "An Experimental Study of Insurance Decisions," The Journal of Risk and Insurance, Vol. 46, 4, 1979, pp. 603-618.

1980

Schoemaker, J. A., Schoemaker, P. J. H., and Saukonnen, J. J., "Polysaccharide Accumulation in the Cell Division Defective Mutant Escherichia Coli 15T-R₁," Microbios, 1980, 29, pp. 149-159.

Hershey, J. C., and Schoemaker, P. J. H., "Risk Taking and Problem Context in the Domain of Losses: An Expected Utility Analysis," The Journal of Risk and Insurance, Vol. 47, 1, 1980, pp. 111-132.

Hershey, J. C., and Schoemaker, P. J. H., "Prospect Theory's Reflection Hypothesis: A Critical Examination," Organizational Behavior and Human Performance, 25, 1980, pp. 395-410.

Schoemaker, P. J. H., "On the Indeterminacy of von Neumann-Morgenstern Utility Functions," Proceedings of the American Institute for Decision Sciences, Las Vegas, November 1980, Vol. 2, pp. 208-210.

1981

Kunreuther, H. C., and Schoemaker, P. J. H., "Decision Analysis for Complex Systems: Integrating Descriptive and Prescriptive Components," Knowledge: Creation, Diffusion, Utilizations, Vol. 2, No. 3, March 1981, pp. 389-412.

Waid, C. C., and Schoemaker, P. J. H., "On the Fidelity of Multiattribute Preference Representations: Some Analytical Considerations," in Organizations: Multiple Agents with Multiple Criteria, J. N. Morse (ed.), Springer-Verlag, 1981, pp. 447-464.

Schoemaker, P. J. H., "Behavioral Issues in Multiattribute Utility Modeling and Decision Analysis," in Organizations: Multiple Agents with Multiple Criteria, J. N. Morse (ed.), Springer-Verlag, 1981, pp. 338-362.

1982

Schoemaker, P. J. H, and Waid, C. C., "An Experimental Comparison of Different Approaches to Determining Weights in Additive Utility Models," Management Science, Vol. 28, No. 2, Feb. 1982, pp. 181-196.

Schoemaker, P. J. H., "The Expected Utility Model: Its Variants, Purposes, Evidence and Limitations," Journal of Economic Literature, Vol. 20, June 1982, pp. 529-563.

[Reprinted in B. Caldwell (ed.), The Philosophy and Methodology of Economics, Vol. II, Edward Elgar Publishing Ltd., Cheltenham, UK, 1993, pp. 395-439]

[Translated into Italian and reprinted in M. Lombardi and R. Tamborini (eds), The Contributions of Cognitive Sciences to Economic Theory, Bologna, in press]

[Translated into Russian and reprinted in A. Poletayev (ed.), THESIS: Theory and History of Social and Economic Institutions and Systems, No. 5, Moscow, 1994, pp. 29-80.]

Hershey, J. C., Kunreuther, H. C., and Schoemaker, P. J. H., "Sources of Bias in Assessment Procedures for Utility Functions," Management Science, Vol. 28, No. 8, Aug. 1982, pp. 936-954.

[Reprinted in D. Bell, H. Raiffa and A. Tversky (eds.) Decision Making, New York: Cambridge University Press, 1986].

1984

Schoemaker, P. J. H., "Optimality Principles in Science: Some Epistemological Issues" in The Quest for Optimality, J. H. P. Paelinck and P. H. Vossen (eds.), Gower PublishingCo., 1984, pp. 4-31.

1985

Hershey, J. C., and Schoemaker, P. J. H., "Probability vs. Certainty Equivalence Methods in Utility Measurement: Are They Equivalent?" Management Science, Vol. 31, No. 10, Oct. 1985, pp. 1213-1231.

1988

Schoemaker, P. J. H. and Waid, C. C., "A Probabilistic Dominance Measure for Binary Choices: Analytic Aspects of A Multi-attribute Random Weights Model," Journal of Mathematical Psychology, Vol. 32 (2), June 1988, pp. 169-191.

1989

Schoemaker, P. J. H., "Preferences for Information on Probabilities versus Prizes: The Role of Risk-Taking Attitudes," Journal of Risk and Uncertainty, 1989, 2, pp. 37-60.

*Russo, J. E., and Schoemaker, P. J. H., "Decision Audits," Across the Board, Dec. 1989, pp. 47-53.

1990

Schoemaker, P. J. H., "Are Risk-attitudes Related Across Payoff Domains and Response Modes?", Management Science, Vol. 36, No. 12, Dec. 1990, pp. 1451-1463.

Schoemaker, P. J. H., "Strategy, Complexity, and Economic Rent," Management Science, Vol. 36, No. 10, Oct. 1990, pp. 1178-1192.

*Russo, J. E. and Schoemaker, P. J. H., "The Overconfidence Quiz," Harvard Business Review, Sept./Oct. 1990.

1991

Schoemaker, P. J. H., "Choices Involving Uncertain Probabilities: Tests of Generalized Utility Models," Journal of Economic and Organizational Behavior, Vol. 16, 1991, pp. 295-317.

[Reprinted in Richard H. Day and Vernon L. Smith (eds), Experiments in Decision, Organization and Exchange, Amsterdam: North-Holland, 1993, Chapter 4, pp. 23-45].

*Russo, J.E. and Schoemaker, P.J.H., "Decision Traps and How To Avoid Them," Chemical Engineering, May 1991, pp. 181-185.

Schoemaker, P. J. H., "When and How To Use Scenario Planning," Journal of Forecasting, Vol. 10, 1991, pp. 549-564.

Schoemaker, P. J. H., "The Quest for Optimality: A Positive Heuristic of Science?", The Behavioral and Brain Sciences, Vol. 14, No. 2, 1991, pp. 205-215.

[Reprinted in B. Caldwell (ed.), The Philosophy and Methodology of Economics, Vol. II, Edward Elgar Publishing Ltd., Cheltenham, UK, 1993, pp. 260-270]

Schoemaker, P. J. H., "The Strategy of Optimality Revisited," The Behavioral and Brain Sciences, Vol. 14, No. 2, 1991, pp. 237-246.

1992

Schoemaker, P. J. H. and Hershey, J. C., "Utility Measurement: Signal, Noise and Bias," Organizational Behavior and Human Decision Processes 52, 1992, pp. 397-424.

Schoemaker, P. J. H., "Subjective Expected Utility Theory Revisited: A Reductio Ad Absurdum Paradox," Theory and Decision, Vol. 33, 1992, pp. 1-21.

*Russo, J. E. and Schoemaker, P. J. H., "Managing Overconfidence," Sloan Management Review, Winter, 1992, pp. 7-18.

[Translated into Dutch and reprinted in The Holland Management Review, 1992.]

[Translated into Italian and reprinted in Sviluppo & Organizzazione, Bocconi University, Milan, 1993]

*Schoemaker, P.J.H. and C.A.J.M. van der Heijden, "Integrating Scenarios into Strategic Planning at Royal Dutch/Shell," Planning Review, Vol. 20 (3), 1992, pp.41-46.

[Winner of First Prize for Best Case Study in Planning Review during 1992]

[Reprinted in Peter Lorange (ed.), Strategic Planning Process, Dartmouth Publishing Co. Aldershot, Hants, England, 1994, pp. 43-48]

*Schoemaker, P. J. H., "How To Link Strategic Vision to Core Capabilities," Sloan Management Review, Fall 1992, Vol. 34 (1), pp. 67-81.

[Translated into Dutch and reprinted in The Holland Management Review, 1993]

[Reprinted in Strategy: Process, Content and Context, B. de Wit and R. Meyer (eds), West Publishing Co., N.Y., 1994, pp. 252-260.]

1993

Amit, R. and Schoemaker, P. J. H., "Strategic Assets and Organizational Rent," Strategic Management Journal, Vol. 14 (1), January 1993, pp. 33-46.

[Awarded Best Paper Prize by the Strategic Management Society – in 2000]

Schoemaker, P. J. H., "Determinants of Risk-Taking: Behavioral and Economic Views", Journal of Risk and Uncertainty , Vol. 6, 1993, pp. 49-73.

Schoemaker, P. J. H., "Strategic Decisions in Organizations: Rational and Behavioral Views," Journal of Management Studies , Vol. 30 (1), 1993, 107-129.

Klayman, J. and Schoemaker, P. J. H., "Thinking About the Future: A Cognitive Perspective," Journal of Forecasting, Vol. 12, 1993, pp. 161-186.

Schoemaker, P. J. H., "Multiple Scenario Development: Its Conceptual and Behavioral Foundation," Strategic Management Journal , Vol. 14 1993, pp. 193-213.

*Schoemaker, P. J. H. and van der Heijden, C. A. J. M., "Strategic Planning at Royal Dutch/Shell," Journal of Strategic Change , Vol. 2, 1993, pp. 157-171.

*Schoemaker, P. J. H. and Russo, J. E., " A Pyramid of Decision Approaches," California Management Review , Vol. 36 (1), Fall 1993, pp. 9-31.

[Reprinted in Decision Theory and Decision Analysis: Trends and Challenges, Sixto Rios (ed.), Kluwer Academic Publishers, MA., Norwell, pp. 53-78]

[Reprinted in German in the Harvard Business Manager, Vol. 16 (3), 1994]

1994

Schoemaker, P. J. H. and Hershey, J.C. "CE-PE Bias and Probability Level: An Anchoring Model of Their Interaction," in B. Munier and M. Machina (eds.), Models and Experiments in Risk and Rationality, Kluwer Academic Publishers, Dordrecht, The Netherlands, 1994, pp. 35-55.

Schoemaker, P. J. H. and Amit, R. "Investment in Strategic Assets: Industry and Firm-Level Perspectives", in P. Shrivastava, A. Huff and J. Dutton, (eds), Advances in Strategic Management, JAI Press, Inc., Vol. 10a, 1994, pp. 3-33.

1995

*Schoemaker, P. J. H. "Scenario Planning: A Tool for Strategic Thinking," Sloan Management Review, Vol. 36 (2), Winter 1995, pp. 25-40.

[Top Ten in terms of all-time reprint requests from the *Sloan Management Review*]

*Schoemaker, P. J. H. and Schoemaker, J. A. "Estimating Environmental Liability: Quantifying the Unknown," California Management Review Vol. 37 (3), Spring 1995, pp. 29-61.

1996

Schoemaker, P. J. H. and Hershey, J. C., "Maximizing Your Chance of Winning: The Long and Short of It Revisited," Organizational Behavior and Human Decision Processes, Vol. 65, No. 3, March, pp. 194-200.

Schoemaker, P. J. H. and Marais, L., "Technological Innovation and Large Firm Inertia," in G. Dosi and F. Malerba (eds), Organization and Strategy in the Evolution of the Enterprise, London: MacMillan, 1996.

1997

Schoemaker, P.J.H. and Amit, R. "The Competitive Dynamics of Capabilities: Developing Strategic Assets for Multiple Futures," in Wharton on Dynamic Competitive Strategy, G. Day and D. Reibstein (eds.), Wiley, pp. 368-394.

*Schoemaker, P. J. H. "Disciplined Imagination: From Scenarios to Strategic Options," in International Studies of Management & Organization, Vol. 27, No. 2, Summer 1997, pp. 43-70.

1998

*Schoemaker, P. J. H. "Twenty Common Pitfalls in Scenario Planning," Chapter 25 in Learning from the Future, Chapter 25 in L. Fahey & R. Randall (eds), John Wiley & Sons, 1998, pp. 422-431.

2000

*Day, G. and Schoemaker, P. J. H., "Avoiding the Pitfalls of Emerging Technologies," California Management Review, Winter Issue, 2000, Vol. 42, No. 2, pp. 8-33.

*Day, G. and Schoemaker, P. J. H., "A Different Game," Chapter 1 in George Day and Paul Schoemaker (eds), Wharton on Managing Emerging Technologies Wiley, April 2000.

*Day, G. and Schoemaker, P. J. H., "Avoiding the Pitfalls of Emerging Technologies," Chapter 2 in George Day and Paul Schoemaker (eds), Wharton on Managing Emerging Technologies Wiley, April 2000.

*Schoemaker, P. J. H and Mavaddat, M.V., "Scenario Planning for Disruptive Technologies," Chapter 10 in George Day and Paul Schoemaker (eds), Wharton on Managing Emerging Technologies, Wiley, April 2000.

*Schoemaker, P. J. H and Shapiro, A., "Innovative Financing Strategies for Biotechnology Ventures," Chapter 14 in George Day and Paul Schoemaker (eds), Wharton on Managing Emerging Technologies, Wiley, April 2000.

*Day, G. and Schoemaker, P. J. H., "Don't Hesitate to Innovate," Financial Times, Mastering Management Series, Part Two, Oct. 9, 2000, pp. 2-4.

[Reprinted in Financial Times: Mastering Management 2.0, James Pickford (ed), Financial Times – Prentice Hall, NY, 2001, pp. 51- 56.]

2001

*Schoemaker, P. J. H, "The Elusive Search for Integration," Commentary in Henk W. Volberda and Tom Elfring (eds), Rethinking Strategy, Sage Publications, pp.92-96.

*Schoemaker, P. J. H and Russo, J. Edward, "Managing Frames to Make Better Decisions," Chapter 8 in S. Hoch and H. Kunreuther (eds), Wharton on Making Decisions, Wiley, April 2001, pp. 131-155.

2003

*Schoemaker, P. J. H, "Organizational Renewal: Overcoming Mental Blindspots," Chapter 2 in The Many Facets of Leadership, M. Goldsmith, V. Govindarajan, B. Kaye and A. Vicere (eds), Financial Times - Prentice Hall, NJ, 2003.

Schoemaker, P. J. H. "A Reply to: Huygens's Principle - A Case Against Optimality," The Behavioral and Brain Sciences, Vol., No. , 2003, pp.

*Schoemaker, P. J. H. and Schuurmans, F. "Opportunity in Uncertainty: Techniques for Turning an Unpredictable Future to Your Advantage" Association Management, 2003, Vol. 55, pp. 49-52.

2004

*Day, G. S. and Schoemaker, P. J. H., "Driving Through the Fog: Managing at The Edge" Long Range Planning, Vol. 37, No. 2, April 2004, pp. 127-142.

*Schoemaker, P. J. H. "Using Scenarios in Strategic Planning" Chapter 12 in R&D Meets M&A, by A. Daemrlich (ed), Philadelphia: Chemical Heritage Press, 2004, pp. 81-90.

Schoemaker, P. J. H., "Forecasting and Scenario Planning: The Challenges of Uncertainty and Complexity, Chapter 14 in Handbook of Judgment and Decision Making, D.J. Koehler and N. Harvey (eds), Malden, MA: Blackwell Publishing, 2004, pp. 274-296.

2005

Schoemaker, P. J. H. "Navigating Uncertainty: From Scenarios to Flexible Options" in The Blackwell Encyclopedia of Management, Michael A Hitt and R. Duane Ireland (eds), Malden, MA: Blackwell Publishing. III: pp. 190-193.

BOOKS

1. Schoemaker, Paul J. H., Experiments on Decisions Under Risk: The Expected Utility Hypothesis, Boston, MA: Martinus Nijhoff Publishing Co., 1980, 233 pp.
2. *Russo, J. Edward., and Schoemaker, Paul J. H., Decision Traps, Hardcover, Doubleday Publishing Co., 1989, 280 pp.; Paperback, Simon and Schuster 1990 (Published in British Commonwealth by Piatkus Books under the title: Confident Decision Making; Chinese, Spanish, Portuguese, French and Dutch translations have appeared).
3. Kleindorfer, Paul, Kunreuther, Howard, and Schoemaker, Paul J. H., Decision Sciences: An Integrative Perspective, Cambridge University Press, 1993, 470 pp.
4. *Day, George and Schoemaker, Paul J.H. (eds), Wharton on Managing Emerging Technologies Wiley, April 2000; multiple foreign translations.
5. *Russo, J. Edward and Schoemaker, Paul J. H., Winning Decisions: Getting It Right the First Time, Doubleday, Nov. 2001; multiple foreign translations.
6. *Schoemaker, Paul J. H., Profiting From Uncertainty: How to Succeed No Matter What The Future Holds, Free Press, July 2002; multiple foreign translations.
7. *Day, George S. and Schoemaker, Paul J. H., Peripheral Vision: Recognizing Risks and Opportunities Faster, Harvard Business School Press (forthcoming).

MONOGRAPHS & REPORTS

8. *Randall, Doug and Schoemaker, Paul J. H. and Schuurmans, Franck, 2005: Scenarios for Credit Unions, CUES, Madison, Wisconsin Madison, 1999 (69 pages).

9. *Schoemaker, Paul J. H., Hofheimer, George, and Randall, Doug, Key Success Factors: How to Thrive in the Future. CUES, Madison, Wisconsin 2002 (81 pages).
10. *Schoemaker, Paul J. H. and Randall, Doug, Managing Uncertainty: A Guide for Credit Unions, CUES, Madison, Wisconsin 2002 (110 pages).
11. * Schoemaker, Paul J.H. et al, Services for the Aging in America: Four Scenarios for the Next Decade, NY, American Association of Homes and Services for Aging, Oct. 2002 (88 pages).
12. *Schoemaker, Paul J. H., Schuurmans, Franck, and Hofheimer, George, 2010: Scenarios for Credit Unions, CUES, Madison, Wisconsin, 2004 (130 pp).
13. Day, George and Schoemaker, Paul J.H. (eds), Peripheral Vision: Sensing and Acting on Weak Signals, Special Issue of *Long Range Planning* **37**(2), April 2004 (196 pp).
14. *Schoemaker, Paul J. H. and Tomczyk, Michael (eds), Scenarios for the Future of the Biosciences, Mack Center for Technological Innovation, Wharton (forthcoming).

INVITED TALKS & LECTURES

1. American Institute for Decision Science (AIDS), Cincinnati (Nov. 1975), "Acquisition and Divestiture: Theory and Practice."
2. American Institute for Decision Sciences, Cleveland (May 1977), "Choices Among Pure Risk Alternatives: An Experimental Study."
3. The Wharton School, Decision Science Workshop, Philadelphia (Oct. 1977), "An Information Processing Approach to Pure Risk Decision Making."
4. The Wharton School, Organization Behavior Seminar, Philadelphia (Oct. 1977), "Information Processing and Decision Making."
5. Graduate School of Management, Delft, The Netherlands (Sept. 1978), "Decision Making Under Risk."
6. American Institute for Decision Sciences, St. Louis (Oct. 1978), "Context Credibility and Format Bias in Retrospective Judgment."
7. INSEAD, Fontainebleau, France (Dec. 1978), "Decision Theory and Strategy Formulation."
8. University of Utrecht, Decision Behavior Workshop, The Netherlands (Dec. 1978), "The Knew-It-All-Along Effect."

9. University of Chicago, Center for Decision Research (Jan. 1979), "Insurance Decision Making: Theory and Evidence."
10. University of British Columbia, Policy Division (March 1979), "Insurance Decision Making: Theory and Evidence."
11. Carnegie-Mellon University, School of Social Sciences (April 1979), "Insurance Decision Making: Theory and Evidence."
12. The Wharton School, Organizational Behavior Colloquium, Philadelphia (May 1979), "Multiattribute Decision Making: Preference Representations."
13. The Institute of Management Sciences (TIMS), Hawaii (June 1979), "Decision Analysis for Complex Social Systems."
14. Eighteenth Bayesian Conference, University of Southern California (February 1980), "Expected Disutility Theory: A Losing Proposition?"
15. Operations Research Society of South Africa, University of Capetown (April 1980), "On the Indeterminacy of von Neumann-Morgenstern Utility Functions."
16. University of Witwatersrand, Graduate School of Business, Johannesburg (April 1980), "Normative Implications of Recent Research in Behavioral Decision Making."
17. Multiple Criteria Decision Making Conference, University of Delaware (August 1980), "On the Construction of Additive Representations of Multiattribute Preferences."
18. American Risk and Insurance Association, Annual meeting in Chicago (August 1980), "Contextual Influences on Decisions Under Risk."
19. Erasmus University of Rotterdam, Department of Finance (Sept. 1980), "Behavioral Decision Research and Theories of Risk."
20. Erasmus University of Rotterdam, Department of Philosophy (Sept. 1980), "On the Normativeness of Normative Decision Theories."
21. American Institute for Decision Sciences, Las Vegas (Nov. 1980), "On the Indeterminacy of Von Neumann-Morgenstern Utility Functions."
22. Conference on New Directions in Decision Making, University of Oregon (March 1981), "Integrating Descriptive and Prescriptive Decision Components."
23. Stanford University, Department of Engineering-Economic Systems (March 1981), "Toward a Theory of Utility Encoding."

24. University of California, Davis, Graduate School of Administration, March 1981), "Behavioral Issues in Utility Analysis."
25. University of Groningen, Decision Behavior Seminar, Department of Psychology, The Netherlands (Sept. 1981), "Sources of Bias in Utility Functions."
26. Annual meeting of the Operations Research Society of America and the Institute of Management Sciences, Houston, Texas (Oct. 1981), "Adjustment Bias in Indifference Judgments."
27. Annual meeting of the Society for Medical Decision Making, Philadelphia (Oct. 1981), "Biases in Procedures for Constructing Utility Functions."
28. The Wharton School, Decision Sciences Workshop (Oct. 1981), "Sources of Bias in Assessment Procedures for Utility Functions."
29. University of Chicago, Center for Decision Research (Nov. 1981), "Sources of Bias in Assessment Procedures for Utility Functions."
30. Third International Symposium on Forecasting, Philadelphia (June 1983), "Role of Scenarios in Strategic Planning."
31. Ninth Research Conference on Subjective Probability, Utility and Decision Making, Groningen, The Netherlands (Aug. 1983), "The Field of Decision Sciences: An Integrative Overview."
32. Harvard Business School, Managerial Economics Workshop (Nov. 1983), "The Scenario Approach to Planning Under Uncertainty."
33. Harvard Business School, Policy and General Management Area (Nov. 1983), "Developing Strategic Vision."
34. Society for Strategic and Long Range Planning and the Operational Research Society, London, England (Feb. 1984), "The Scenario Approach to Planning."
35. The Wharton School, Department of Management (March 1984), "Strategic Planning at Royal/Dutch Shell."
36. The Wharton School, Department of Decision Sciences (March 1984), "The Scenario Approach to Strategic Planning."
37. University of Southern California, School of Management (March 1984), "Strategic Planning at Royal/Dutch Shell."
38. Stanford University, Graduate School of Business (March 1984), "Strategic Planning at Royal/Dutch Shell."

39. Purdue University, School of Management (March 1984), "Strategic Planning at Royal/Dutch Shell."
40. University of Chicago, Graduate School of Business (May 1984), "The Scenario Approach to Strategic Planning."
41. University of Chicago, Center for Decision Research (Oct. 1984), "Certainty vs. Probability Equivalence Methods in Utility Measurement."
42. Fourth Annual Strategic Management Society Conference, Philadelphia (Oct. 1984), "Developing Strategic Vision"
43. Fifth International Symposium on Forecasting, Montreal (June 1985), "Scenario Construction: Behavioral and Methodological Aspects."
44. Seventh International Symposium on Forecasting, Boston (May 1987), "The Scenario Approach to Strategic Thinking" (read in my absence).
45. Harvard Business School, Managerial Economics Workshop (Oct. 1987), "Context Effects and Risk Taking"
46. Seventh Annual Strategic Management Society Conference, Boston (Oct. 1987), "Strategy, Uncertainty and Economic Rent."
47. Annual Judgment and Decision Making Conference, Chicago (Nov. 1988), "Conceptions of Risk-taking."
48. Wharton Conference on State of the Art in Strategy Research, Philadelphia (May, 1989), "Strategy, Complexity and Economic Rent."
49. Ninth International Symposium on Forecasting, Vancouver (June 1989), "When and How to Use Scenario Planning."
50. University of British Columbia, Policy Division (June 1989), "Strategy, Complexity and Economic Rent."
51. Ninth Annual Strategic Management Conference, San Francisco (Oct. 1989), "Innovation and Scenario Thinking."
52. Northwestern University, Environment and Policy Group, (Nov. 1989), "Strategy, Complexity and Economic Rent."
53. The Wharton School, Department of Management (Feb. 1990), "Scenarios, Key Success Factors and Economic Rent."

54. University of Illinois: Champaign-Urbana, Strategy Conference (May 1990), "Organizational Decision Making: Four Conceptual Lenses."
55. National Academy of Management Meeting, San Francisco (August 1990), "Key Success Factors: Their Nature and Determinants."
56. UBC Conference on Strategic Management, Vancouver, Canada (June, 1991), "A Strategic Analysis of Hit Products."
57. The Wharton School, Dep. of Decision Sciences, Philadelphia (August, 1991), "Behaviorally-Based Prescription."
58. ASSI, Fourth International Week on the History of the Enterprise, Milan, Italy (October, 1991), "Technological Innovation and Firm Decision-Making: Accounting, Finance and Strategy."
59. Ecole Normale Supérieure de Cachan, Paris (June, 1992), Sixth International Conference on the Foundations and Applications of Utility, Risk and Decision Theory (FUR VI), "Interaction Effects in Risky Choice."
60. Real Academia de Ciencias, Madrid (June, 1993), Conference on Decision Making in the 21-Century, "A Pyramid of Decision Approaches" (Plenary address).
61. Strategic Management Society, Chicago (September, 1993), Annual Conference, "Deploying Strategic Assets: Theory and Application" (Special Panel).
62. INSEAD, Fontainebleau, France (December, 1993), Decision Sciences Workshop, "The Status Quo Bias in Strategic Decision Making."
63. Erasmus University, Rotterdam School of Business, The Netherlands (December, 1993), School Wide Seminar, "The Status Quo Bias in Strategic Decision Making."
64. Amos Tuck, Dartmouth College, Whittemore Conference (Sept., 1994) "Strategic Games and Hypercompetition."
65. University of Texas, Austin, Graduate School of Business (November 1994), "The Status Quo Bias in Strategic Decision Making."
66. Southern Methodist University, Dallas, Edwin I. Cox School of Business (Feb., 1995), "The Status Quo Bias in Strategic Decision Making."
67. Wharton School, Decision Processes Workshop (Sept. 1996), "The Status Quo Bias in Strategic Decision Making."
68. Wharton School, Emerging Technology Workshop, (May, 1996) "Firm Renewal and Hit Product Games."

69. Marketing Science Institute, (May 1997), "Scenario Planning for Really New Products."
70. International Air Transportation Association (IATA), Amsterdam, The Netherlands, (April 2000), "Pitfalls in Managing Emerging Technologies."
71. Department of Trade and Industry (DTI), U.K. Government, Conference of Managing Emerging Technologies, London (March 2002), "Pitfalls of Emerging Technologies"
72. Central Intelligence Agency, US Government, Ecology of Warning Conference, (May 2002), "Framing and the Amplification of Weak Signals"
73. The Wharton School, Impact Conference on Managing Uncertainty (May 2002), "Challenges and Opportunities Posed by Uncertainty"
74. Business Week, CFO+CIO Forum, Palm Beach, Florida (March 2003), "Decision Making Traps"
75. Chemical Heritage Foundation, Symposium on Innovation and Creativity in Chemical R&D (April 2003), Philadelphia, "Improving Innovation: Lessons from Emerging Technologies"
76. The Wharton School, Impact Conference on Developing Peripheral Vision (May 2003), "Sensing and Acting on Weak Signals"
77. Business Week, CEO Leadership Forum, Wharton, (Sept 2003) "Profiting from Uncertainty"
78. Consumer Bankers Association, Phoenix, Arizona (Nov 2003), "Managing The Boom and Bust Cycle"
79. HSM, World Business Forum, Buenos Aires, Argentina (May 2004) "Scenario Planning and Strategic Decision Making"
80. Fortune Innovation Forum, New York (Nov. 2004) "Peripheral Vision: Mining the Edges for Gold"
81. University of Electronics, Science and Technology of China, Chengdu (March 2005) "Managing Emerging Technologies"

AWARDS, GRANTS, HONORS

1. American Assembly for Collegiate Schools of Business (AACSB): Annual Western Electric Fund Award for Innovative Undergraduate Education (with H. Kunreuther and P. Kleindorfer), June, 1980.
2. S. S. Huebner Foundation for Insurance Education, University of Pennsylvania. Research grant to study "The Effect of Problem Context on Risk-Taking Attitudes," 1981 (Principal Investigator).
3. National Science Foundation, Decision and Management Program, Grant to study "Context Effects and Risk Taking", 1984-1987. (Principal Investigator).
4. Best Paper Award (\$5,000 prize), Strategic Management Society, Oct. 2004, Vancouver, Canada, for following paper: Amit, R. and Schoemaker, P. J. H., "Strategic Assets and Organizational Rent," Strategic Management Journal, Vol. 14 (1), January 1993.
5. Member of ISI's list of Highly Cited Researchers in Economics and Business, as based on academic citations in leading journals globally over a decade or more. Of 50,000+ published researchers in this category, less than .5 % made this prestigious list of the top 200 scholars worldwide.
6. Elected to "Fellow of the World Innovation Foundation," an organization founded by Nobel Laureates to give global policy and humanitarian advice pro-bono to peace-loving nations around the world (see www.thewif.org.uk).

EDITORIAL FUNCTIONS

Served as a member of the Editorial Board of:

- Strategic Management Journal
- Theory and Decision
- Behavior and Philosophy
- Journal of Behavioral Decision Making
- Sloan Management Review

Have served as ad hoc reviewer for:

Organizational Behavior and
Human Decision Processes
Journal of Mathematical Sociology
Journal of Economic Behavior
and Organization
The Journal of Risk and Insurance
Journal of Financial and Quantitative
Analysis
The Economic Journal

Behavioral and Brain Sciences
Journal of Management Studies
Strategic Management Journal
Journal of Behavioral Decision
Making
Journal of Economic Psychology
American Economic Review
Journal of Business
International Journal of Forecasting

Econometrica
Management Science
Human Relations
California Management Review
Planning Review
Administrative Science Quarterly
Theory and Decision

Journal of Mathematical Psychology
Journal of Forecasting
EEE: Systems, Man, and Cybernetics
Sloan Management Review
Organization Science
Journal of Marketing Research

Evaluated numerous research proposals for the National Science Foundation's Division of Policy Research and Analysis, their Decision and Management Science Program, the Air Force Office of Scientific Research, as well as foreign governmental funding agencies and honoring Committees.

PROFESSIONAL MEMBERSHIPS

(current and past)

Strategic Management Society
Society for Risk Analysis
Institute of Management Science
American Economic Association
Academy of Management

Royal Economic Society
American Institute for Decision Sciences
The Society for Medical Decision Making
American Society for the
Advancement of Science

LANGUAGES

Fluency in Dutch, English, German and some French.

PERSONAL

Birth date: April 4, 1949.
Born and raised in the Netherlands
Dutch and American citizenship
Married with two children

Home address: 1508 Mt. Pleasant Road
Villanova, PA. 19085
Tel. 610 - 525 - 0666

SELECTED CONSULTANCIES

Domestic: Abbott, Ameritech, Arthur Andersen, AT&T, BB&T, Bell South, Case, Cargill, Chubb, Ciba-Geigy, Conoco-Phillips, Chicago Board of Trade, CIGNA, DuPont, Enron, Ernst & Young, ExxonMobil, FMC, Glaxo-Wellcome, General Motors, Givaudan, Harris Bank, Hewlett-Packard, Household Finance, J&J, Kaiser Permanente, Kidder Peabody, Pfizer, Knight-Ridder, Lever Brothers, Lockheed Martin, Lucent Technologies, I.B.M., McCann-Erickson, McKinsey and Co., Merck, NatWest Bank, Microsoft, New York Life, PacifiCorp, Pacific Mutual, Philips Electronics, Praxair, Ralston-Purina, Shearson, Smith Barney, Tyco Electronics, T. Rowe Price, Unocal, UNUM, U.S. Trust, Wells Fargo Bank, Weyerhaeuser, and Woodside Travel Trust.

Non-Profit: Defense Logistic Agency, CIA, FDA, Treasury Dep, US Army Corps of Engineers

International: Asian Development Bank (Philippines), BBC (England), Domtar (Canada), HSM (Argentina), Infosys (India), ING (Netherlands), Lagoven (Venezuela), Lintas:Worldwide (New York), Fletcher-Challenge (New Zealand), Microsoft (Asia), RGM International (Indonesia), Royal Dutch/Shell Group (England and Holland), Samsung (Korea), Unilever (U.K.), St. Gobain (France), SwissAir Group (Switzerland), Toyota (Japan) and Volvo (Sweden).

Board Positions: DSI Inc (Philadelphia), OmniChoice (Philadelphia), AHA Group (New York), TLContact (Chicago), VS Holdings (Netherlands), Decision Education Foundation (Menlo Park, California).