



# HARVARD | BUSINESS | SCHOOL

April 11, 2008

## Noam Wasserman

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### EDUCATION

- 2002 Ph.D., Organizational Behavior (Sociology and Microeconomics tracks), Harvard University, Graduate School of Arts and Sciences and Graduate School of Business Administration
- Dissertation:*  
Committee: Nitin Nohria (chair), George Baker, Paul Gompers, Peter Marsden  
Title: "The Venture Capitalist as Entrepreneur: Characteristics and Dynamics in VC Firms"
- Doctoral Exams:*  
Organizational Behavior (Summer 2000) – Grade: Outstanding  
Sociology (Summer 2000) – Grade: Pass, with Honors on Stratification section  
Microeconomics (May 2000) – Grade: Outstanding
- 2001 Master of Arts in Sociology, Harvard University, Graduate School of Arts and Sciences
- 1999 M.B.A. with High Distinction (Baker Scholar), Harvard University, Graduate School of Business Administration
- 1992 B.S.Econ, *magna cum laude*, Finance and Management, University of Pennsylvania, Wharton School of Business
- 1992 B.S.E., *magna cum laude*, Computer Sci. and Engineering, University of Pennsylvania, Moore School of Engineering

### TEACHING EXPERIENCE

#### HARVARD UNIVERSITY

##### Appointments

- 2008 – Associate Professor of Business Administration, Entrepreneurial Management Unit
- 2003 - 2008 Assistant Professor of Business Administration, Entrepreneurial Management Unit
- 2008 Visiting Fellow at Jerusalem College of Technology, Israel, March 2008

## **Assignments**

- 2004 - 2007 Entrepreneurial Manager, MBA Required Curriculum, spring; course development (Voted by students to teach "EC Viewpoints" and "Capstone" reunion sessions 3 years in a row.)
- 2006 – 2007 Program on Case Method and Participant-Centered Learning (PCMPCL), Executive Education program for professors and deans from Asian business schools, August 2006, January 2007, July-August 2007, December 2007; course development
- Sessions on "Creating Teaching Plans" using "The Tale of the Lynx" Harvard Business School case 807-112, "Ockham Technologies" Harvard Business School case 804-129, "Les is More, Times Four" Harvard Business School case 807-173.
- Sessions on "Cases and Research Linkages" using "Wily Technology" Harvard Business School case 805-150.
- 2007 Colloquium on Participant-Centered Learning (CPCL), Executive Education program for professors and deans from business schools in Latin America and Europe, July 2007; course development
- Session on "Linking Cases and Research" using "Wily Technology" Harvard Business School case 805-150.
- 2005 – 2006 "Chattanooga Ice Cream" opening case of MBA program, September 2005, September 2006
- 2004 – 2005 Entrepreneur's Toolkit, Executive Education program, June 2004, June 2005
- 2003 – 2004 "Crimson Greetings" MBA exercise, August 2003, August 2004

## **OTHER TEACHING**

### **Academy of Management Research Panels**

- 2007 Presentation on "Future Directions in CEO-Succession Research," Research caucus, summer 2007
- 2006 Presentation on "Best Practices in Survey Research," "Data and Methods" panel, summer 2006

### **Doctoral Teaching**

- 2006 "Human Resources, Entrepreneurship, and Organizational Methods" session of Josh Lerner's Theoretical and Empirical Perspectives on Entrepreneurship doctoral course, spring 2006
- 2002 Doctoral Boot Camp, Harvard Business School, fall; Taught "Stock Options at Virtua.Net" case, facilitated discussion of research strategies

### **Practitioner Presentations**

- 2007-2008 Kauffman Foundation's Global Scholars Seminar, "Founders as CEOs" case discussions and presentations, January 2007, February 2008
- 2006 Keynote address on "Founder Frustrations," 2006 Conference of The Capital Network, Boston, February 2006
- 2005 Keynote address on "Founder Frustrations," 2005 Emerging Ventures Conference, Boston, October 2005
- 2005 Harvard Biotechnology Club's Business Plan Contest program, spring 2005
- 2004 – 2006 Harvard Engineering School's "Mini-MBA" program, fall 2004, fall 2005, fall 2006

2000 – 2001 First Reader on Harvard Senior Thesis: Daniel Houston, “The Influence of Venture Capital Reputations on the Pricing of Initial Public Offerings”, fall 2000 – spring 2001

## WORK EXPERIENCE

1998 Venture Capital Summer Associate, Pioneer Venture Capital Corporation, Boston, MA  
1996 – 1997 Principal, American Management Systems, Inc., Fairfax, VA  
1994 – 1997 Founder and Practice Manager, Groupware Practice, American Management Systems, Inc., Fairfax, VA  
1992 – 1994 Project Manager and Analyst, Management Systems and Technology division, American Management Systems, Inc., Fairfax, VA

## HONORS AND AWARDS

2008 – 2009 Tukman Faculty Fellow, Harvard Business School  
2006 – 2008 Voted by students to teach “EC Viewpoints” and “Capstone” reunion sessions for 3 years in a row.  
2002 – 2005 Outstanding Reviewer award, Academy of Management (Business Policy & Strategy division), summer 2002, summer 2003, summer 2004, summer 2005  
2004 – 2005 Class of 1961 Fellow, Harvard Business School  
2003 Sorensen Prize for Sociological Research, Harvard University, for “Founder-CEO Succession and the Paradox of Entrepreneurial Success” paper  
2002 – 2003 Tukman Faculty Fellow, Harvard Business School  
2002 Dively Award for Best Dissertation Research, Harvard University, O.B. PhD program  
2001 – 2002 Dissertation Research Fellowship, Harvard Program on Negotiation  
1999 Baker Scholar, Harvard Business School  
1987 – 1992 Benjamin Franklin Scholar, University of Pennsylvania

## PUBLICATIONS

### Published Papers, Chapters, and Best Paper Proceedings:

“Revisiting the Strategy, Structure, and Performance Paradigm: The Case of Venture Capital,”  
Forthcoming in *Organization Science* (March 2008) (46p).

“The Founder’s Dilemma,” *Harvard Business Review*, February 2008.

“Stewards, Agents, and the Founder Discount: Executive Compensation in New Ventures.”  
*Academy of Management Journal*, October 2006.

“Rich versus King: The Entrepreneur’s Dilemma.” *Best Paper Proceedings\** of the Academy of Management, 2006.

“Upside-Down Venture Capitalists and the Transition Toward Pyramidal Firms: Inevitable Progression, or Failed Experiment?” Chapter in *Research in the Sociology of Work: Entrepreneurship*, Editor: Lisa Keister, JAI Press, 2005, pp. 153-210.

“Executive Compensation in Entrepreneurial Teams: The Founder Gap, Board Membership, & Pay for Milestones,” *Best Paper Proceedings\** of the Academy of Management, 2004. (Earlier version included in *Best Paper Proceedings* of the 2003 Babson-Kauffman Research Conference.)

“Founder-CEO Succession and the Paradox of Entrepreneurial Success.” *Organization Science* 14:2, March/April 2003, pp. 149-172. (Winner of the 2003 Sorensen Prize for Sociological Research, Harvard University.)

\*Top 10% of all accepted papers.

### **Cases, notes, teaching notes:**

“Rubbish Boys,” Harvard Business School case 808-101 (2008) [26p] [with Rachel Galper].

“Smartix: The ‘Inside’ Story,” Harvard Business School case 808-116 (2008) [13p].

“Les is More, Times Four,” Harvard Business School case 807-173 (2007) [22p] [with Rosy Fynn].

“The Tale of the Lynx (A),” Harvard Business School case 807-112 (2007) [16p].

“The Tale of the Lynx (B),” Harvard Business School case 807-140 [4p].

“The Tale of the Lynx (C),” Harvard Business School case 807-141 [2p].

“The Tale of the Lynx Case Series: Teaching Note,” Harvard Business School teaching note 808-090 (2008) [26p].

“Orientation for Viewing ‘Startup.com’,” Harvard Business School case 807-136 (2007) [5p].

“Founder-CEO Succession at Wily Technology,” Harvard Business School case 805-150 (2005) [18p] [with Henry McCance].

“Founder-CEO Succession at Wily Technology,” Harvard Business School teaching note 806-161 (2006) [14p].

“Wily Technologies: Interview with Lew Cirne & Henry McCance,” Harvard Business School video 807-710 (2006).

“Ockham Technologies: Living on the Razor’s Edge,” Harvard Business School case 804-129 (2004) [19p].

“Ockham Technologies: Living on the Razor’s Edge,” Harvard Business School teaching note 804-148 (2004) [16p].

“Ockham Technologies Video.” Harvard Business School video 807-707 (2005).

“Building to a Crescendo,” Harvard Business School case 804-009 (2003) [32p].

“Building to a Crescendo,” Harvard Business School teaching note 804-202 (2004) [11p].

With James Sebenius and Donald Sull, “Smartix (A): Dancing with Elephants,” Harvard Business School case 902-156 (2001) [20p].

### **WORKING PAPERS**

With Warren Boeker, “Not Just Monitors: Boards of Directors and CEOs in New Ventures,” Under review.

“Rich versus King: Strategic Choice and the Entrepreneur,” Working paper.

With Matt Marx, “Split Decisions: How Assembly, Allocation, and Acceleration Choices Affect Turnover in Top Management Teams,” Working paper.

## PRESENTATIONS

“Split Decisions: How Assembly, Allocation, and Acceleration Choices Affect Turnover in Top Management Teams” [with Matt Marx].

MIT-Sloan “Innovation and Entrepreneurship” research seminar, scheduled for September 2007.

HBS “Work, Organizations, and Markets” research seminar, scheduled for November 2007.

“Rich versus King: The Entrepreneur’s Dilemma.”

MIT-Sloan “Innovation and Entrepreneurship” research seminar (September 2006)

Academy of Management 2006 annual meeting, Business Policy and Strategy division (August 2006)  
(Paper included in *Best Paper Proceedings*.)

Babson-Kauffman Entrepreneurship Research Conference (June 2005) (Paper included in *Best Paper Proceedings*.)

“Mentoring and Monitoring: Boards of Directors and CEOs in New Ventures.”

Stanford / University of Washington Research Conference (September 2006)

Academy of Management 2006 annual meeting, Business Policy and Strategy division (August 2006)

Babson-Kauffman Entrepreneurship Research Conference (June 2005) (Paper included in *Best Paper Proceedings* with modified title.)

“Executive Compensation in Entrepreneurial Teams: The Founder Gap, Board Membership, & Pay for Milestones.”

Academy of Management 2004 annual meeting, Business Policy and Strategy division (August 2004)  
(Paper included in *Best Paper Proceedings*.)

Babson-Kauffman Entrepreneurship Research Conference (June 2003) (Paper included in *Best Paper Proceedings*; Title: “Founder Power and Pay for Milestones: Compensation and the Entrepreneur.”)

“Founder-CEO Succession and the Paradox of Entrepreneurial Success.”

Job talks at Wharton School of Business, Columbia Business School, Harvard Business School  
(December 2002-January 2003)

Academy of Management 2001 annual meeting, Business Policy and Strategy division (August 2001)

“The Non-Division of Labor: Knowledge Separability, Structure, and the Upside-Down Venture Capitalist,”

Academy of Management 2002 annual meeting, Business Policy and Strategy division (August 2002)

“Knowledge, Structure, and the Upside-Down Venture Capitalist,” Work, Organizations, and Markets seminar,  
Harvard University (Fall 2001)

“Upside-Down Venture Capitalists and the Transition to Pyramids,” Work, Organizations, and Markets seminar,  
Harvard University (April 2001)

“When Does Leadership Matter? The Contingent Opportunities View of CEO Leadership,” Academy of  
Management 2000 annual meeting, Organizational Management and Theory division (August 2000)

## PROFESSIONAL AND ADMINISTRATIVE ACTIVITIES

2003 – 2007 Chairman, HBS’s Entrepreneurial Management Unit “Rookie” Recruiting Committee

2006 - Ad-hoc Reviewer, Administrative Science Quarterly

2005 - Ad-hoc Reviewer, Academy of Management Review

- 2005 - Ad-hoc Reviewer, Academy of Management Journal
- 2005 - Member, Research Committee, Academy of Management's Entrepreneurship Division (one of three judges for division's annual Best Paper award)
- 2002 – 2005 Reviewer, Academy of Management, Business Policy and Strategy division, winter (Outstanding Reviewer award, 2002, 2003, 2004, 2005)
- 2004 – 2005 Member, HBS's Entrepreneurial Management Unit "Lateral" Recruiting Committee
- 2001 Co-Chairman, 2001 Harvard Organizational Behavior PhD Program Dinner
- 2000 – 2001 Founder and Lead Organizer, "Breakfast with the CEO" series for Harvard doctoral students
- 2001 Sole HBS representative, American Compensation Association/World-at-Work "Compensation Camp," Salt Lake City, Utah (Coordinator: Ed Lazear)