

SUSAN S. HARMELING Ph.D.
ICMI LLC
5335 Wisconsin Ave. NW
Suite 440
Washington D.C. 20015
Phone: (202) 274-4766
Cell: (202) 361-2177
Susan@casemethodinstitute.com
harmelings@gmail.com

EDUCATION

UNIVERSITY OF VIRGINIA **CHARLOTTESVILLE VA 2002-2006**
Ph.D. in Entrepreneurship and Business Ethics, Darden School of Management. Focus on entrepreneurship education, effectuation and stakeholder theory. Highest distinction on comprehensive examinations. Dissertation title: *Making Entrepreneurs and Worlds that Entrepreneurs Make*. Research site is the National Foundation for Teaching Entrepreneurship (NFTE).

HARVARD BUSINESS SCHOOL **BOSTON MA 1989-1991**
MBA, 1991. Member, Public Service and Small Business Clubs. Manager, HBS Prospectus: co-directed "Prospectus 1992," a student business awarded by the HBS Concessions Committee. Sold advertising space to major corporate clients, designed book layout, managed publication and printing process, met university deadlines for incoming students' orientation.

HARVARD COLLEGE **CAMBRIDGE MA 1982-1987**
BA, 1987. Magna cum laude in double concentration, English and Spanish Literature. Completed intensive semester abroad in program for Spanish language and Latin American poetry, Instituto Internacional, Middlebury College, Madrid, Spain, Fall 1986.

PROFESSIONAL EXPERIENCE

USC MARSHALL SCHOOL OF BUSINESS **LOS ANGELES CA Fall, 2017**
Visiting Associate Professor of Clinical Entrepreneurship: Will teach Entrepreneurship and Introduction to Business classes to both MBA and undergraduate students. Continued case work with the Lloyd Greif Center for Entrepreneurial Studies.

HARVARD BUSINESS PUBLISHING **BOSTON MA 2013-present**
Facilitator: Chosen as one of only three non-HBS faculty to lead seminars on the Harvard Business School case method. Seminars offered for both American and international faculty and taught exclusively by the case method cover all aspects of participant-centered learning. Author in online forum, *The Teaching Post*, a community of Educators interested in learning about the case method: <http://teachingpost.hbsp.harvard.edu/>

HOWARD UNIVERSITY SCHOOL OF BUSINESS **WASHINGTON DC 2006-present**
Associate Professor: Tenured professorship in entrepreneurship. Core course coordinator for entrepreneurship, responsible for designing course-wide learning goals and course-wide final project. Class based on Harvard Business School case method. Highest teaching evaluation ratings in the school, Spring 2013: ranked #1 in a faculty of 57 full-time professors. Teaching evaluation ratings consistently in the top 10% of all faculty. Case instructor in MBA Orientation Program. Chosen to be a faculty mentor in the FRieND Program which pairs master teachers with faculty in need of assistance. Significant research and publishing record in both entrepreneurship and business ethics. Member of university-wide Council of Research Officers.

INTERNATIONAL CASE METHOD INSTITUTE (ICMI) LLC **WASHINGTON DC 2006-present**
Founder and President: Founded ICMI LLC, a consulting firm whose mission is to develop and improve international business curricula based on the case study method of instruction. ICMI offers a wide range of educational services such as case research and development, faculty training, tailored case workshops and private instructional seminars. Clients include commercial firms, international organizations and institutions of higher learning. Recent engagements include facilitation of the AY4 Training Program at Deloitte Touch, an 8-case series on Lending and the Cost of Funding with seminars on case teaching for the International Finance Corporation, a 12-case series for the *Doing Business Project* of the International Finance Corporation, a training seminar for the Microinsurance Innovation Facility in Geneva and a Course on the case method for the World Bank in Kampala, Uganda. Other recent projects include: a two-day case method seminar with Booz-Allen Hamilton in Washington D.C., a joint case project with the University of Twente, the Netherlands and Harvard Business School and a keynote speech and case session for the Broad Integrative Fellows Program at Michigan State University. www.casemethodinstitute.com.

INDEPENDENT CONSULTING **WASHINGTON DC 1997-2006**
International Finance Corporation/World Bank Case Development and Training: Wrote twelve cases for the *Doing Business* Report of the IFC, a project which provides information to investors on the ease of doing business in 160 countries. Also taught a series of case seminars to IFC staff on how to teach case studies 11/06-8/07. Wrote case study on “*San Lei*”, a Vietnamese furniture company, and accompanying technical note on the global furniture industry and market characteristics of the furniture industry in Vietnam, 6/05. Case and technical note used in a pilot one-week training course for IFC’s field-based technical assistance staff, Ho Chi Minh City, 7/05. Developed and wrote case study on the *Azito Power Plant Project* in Cote d’Ivoire, presented in Beijing for IFC business development field officers, 1/06. Developed and wrote case study on the process of simplification in municipal business operations in “*Molonia*,” a fictional composite of various IFC/World Bank simplification projects. Presented in Lima, Peru to IFC facility staff, 3/06. Wrote case study on the successful *Egypt Population Project* for a training seminar in the World Bank, summer 2006. Researched and wrote two health care cases: *Managed Care for Developing Countries*, and *Reproductive Health Sector Reform, Egypt and Brazil*. Currently working on an 8-case series for the IFC’s Treasury Department.

International Finance Corporation, Washington D.C.: Co-taught a week-long seminar to African Boards of Directors organized by the Center for Private Enterprise and the Global Corporate Governance Forum. Sessions include two case study discussions, a live case creation exercise and a guided role play, 7/06.

International Finance Corporation, Lagos, Nigeria: Taught original course on the case study method at the Lagos Business School (LBS), Lagos Nigeria, 11/04, 2/05. Worked with five core faculty members to develop their case research, development, writing and teaching skills. Gave presentation on innovation and opportunity to the Executive MBA group and co-produced a CD on interviewing and the case method featuring a Nigerian entrepreneur. On-going review of case studies and course development materials produced by LBS faculty.

Management Center Innsbruck: Visiting Lecturer, November 9-13, 2009, Consulting and Coaching course for students in the Graduate Health Management program, and course on Case Method of Instruction for faculty. Guest Lecture on Merck and the Pharmaceutical Industry for Health Management Program, February 16, 2009.

Microfinance Management Institute/CGAP/The World Bank: Conducted videoconference to Bangalore India, Manila, Philippines, and San Jose Costa Rica on the case study method and the development of quality teaching materials as part of a joint project on microfinance education, 10/04. On-going review of case studies and course development materials produced by member institutions. Short course on case development planned for MFMI Fellows, Johannesburg, South Africa, 9/05.

Batten Institute for Entrepreneurship, Darden School of Management: Researched and wrote case study on the Graduate Program for Entrepreneurship at the University of Osijek, developed two educational CD’s for Batten’s Perspectives on Entrepreneurship series, interviewed leading academics and practitioners in the field. 2003-2004.

Central European University, Budapest, Hungary: Taught course on the case study method to MBA students and faculty, presented 2003 working paper: *Ethical Innovation: an Instrumental Stakeholder Framework* at CEU Center for Ethics, 10/03.

Andrija Stampar School of Public Health, Zagreb, Croatia: Designed and taught course on all aspects of the case study method for Graduate Program on Leadership and Health Management for public health professionals, 2/02.

Open Society Institute (OSI), Osijek Croatia: Designed one-week case training course for the Graduate Program in Entrepreneurship at the University of Osijek, Croatia. Course, funded by OSI and taught in 9/01 and 3/02, focuses on case research, writing and teaching for both graduate students and faculty.

H*Works, Advisory Board Company: Developed practices, case studies and research materials for the Health Care Advisory Board and H*Works, the Company's new hospital consulting division.

McKinsey and Company: Researched and wrote a four-case series on three managers at the Bank of Montreal for McKinsey's corporate training program.

George Washington University School of Public Health: Visiting Lecturer, Business Ethics and the Pharmaceutical Industry: Merck and River Blindness, 10/04.

HARVARD BUSINESS SCHOOL

BOSTON MA 1987- 2000

Lead Case Writer, Committee of 200 Project: Served as main case writer for the Committee of 200 Project at Harvard Business School. The Project's focus was on developing cases with female protagonists for the HBS curriculum. Wrote 14 cases and 5 teaching notes on businesses owned and/or managed by women, including E*Trade and Weight Watchers.

Case Writer: Developed, researched and wrote over 20 case studies for MBA courses in International Management, Entrepreneurial Management and Accounting, and Executive Programs, including Managing Global Opportunities (MGO), Mexico City, 1993. Case subjects included Eli Lilly, Mexico, SC Johnson Europe and search firm Egon Zehnder International.

THE ADVISORY BOARD COMPANY

WASHINGTON D.C. 1993-1997

Senior Consultant: Managed, researched and co-wrote 1995 and 1996 presentation studies on U.S. health care. *Emerging from Shadow* addressed renewed strength of the health care provider relative to HMO's; *Medicare Strategy* covered the retail nature of senior care.

CULTURAL SURVIVAL ENTERPRISES

CAMBRIDGE MA 1991-1993

Native American Program Director: Initiated and developed production and marketing program for Native American tribes in the U.S. and Canada. Developed business plans, marketing materials and financial statements for tribal enterprises. Marketed products to corporations and alternative trade organizations (ATO's) including The Nature Company and The Body Shop.

PUBLICATIONS

Harmeling, Susan S. and S.D. Sarasvathy. (2013) "*When Contingency is a Resource: Educating Entrepreneurs in the Balkans, the Bronx and Beyond.*" Entrepreneurship Theory and Practice, 37:4.

Harmeling, Susan S. (2011) "*Re-Storying an Entrepreneurial Identity: Education, Experience and Self-Narrative,*" Education and Training, 8/9: 53.

Meyers, Yuvay J. and Susan S. Harmeling. (2011) "*Best Address: The Use of Innovative Marketing in the Real Estate Industry*" Journal of Research in Marketing and Entrepreneurship, 31:1, 74-84.

Harmeling, Susan S. (2011) “Contingency as an Entrepreneurial Resource: How Private Obsession Fulfills Public Need” Journal of Business Venturing, 26:3, 293-305.

Harmeling, Susan S. (2010) *Entrepreneurship and Human Progress: Contingency as a Resource*,” International Journal of Entrepreneurship and Innovation, 11: 3, 181–188.

Harmeling, S., Sarasvathy, S. D., and Freeman, R. E. (2009) “*Related Debates in Ethics and Entrepreneurship: Values, Opportunities and Contingency*”, Journal of Business Ethics, 84:3, 341-365.

Harmeling, Susan S. (2008) “*That My Neighbor’s Cow Might Live: Effectuation and Entrepreneurship Education in Croatia*” International Journal of Entrepreneurship Education. Vol. 6.

Harting, Troy, S. Harmeling and S. Venkataraman. “*Innovative Stakeholder Relations: When Ethics Pays (and when it Doesn’t)*.” Co-authored with Dr. Troy Harting and Prof. S. Venkataraman. Business Ethics Quarterly, 16:1, January, 2006.

Stevenson, H.S. and S. Harmeling. (1989) “*The Need for a More Chaotic Theory of Management*,” The Journal of New Business Venturing, Vol.1.

SELECTED CASE STUDIES

Henry, Patrick and Susan S. Harmeling. *Rootz (A) and (B)*. Lloyd Greif Center, USC Marshall School of Business, Pending publication Winter, 2016.

Grossman, Elissa and Susan S. Harmeling. *Getting Somewhere by Going Nowhere: Full Psyche (A) and (B)*. Lloyd Greif Center, USC Marshall School of Business, Pending publication Fall, 2016.

Harmeling, Susan S. *IFC Treasury Case: Cost of Funding Increase*. International Finance Corporation Treasury Department, Washington D.C., August, 2016.

Hamermesh, Richard, van der Steen, Marianne and Susan S. Harmeling. *Building an Integrated Biopharma Company: Crucell. (A) 815-085 and (B) 815-086*. Harvard Business Publishing, February 13, 2015.

Leonard, Dorothy and Susan S. Harmeling. *Assistant Professor Gyan Gupta and the Wet Noodle Class (A): 912-405 and (B) 912-406*. Harvard Business Publishing, July 13, 2011, Revised December 2015.

Harmeling, Susan S. *CO2 Abatement Strategies in Poland*. KicInnoenergy SE, Eindhoven, Netherlands, October 2015.

Bruns, William, Bruns, Sharon and Susan S. Harmeling. *Merrimack Tractors and Mowers, Inc.: LIFO or FIFO?* 3217-pdf. December 9, 2008. Harvard Business Publishing.

PROCEEDINGS AND OTHER PUBLICATIONS

Primer on Case Solutions: Mini-Guide and Video. Harvard Business Publishing. March 2016.

Entrepreneurship and the Human Enterprise: Where Private Obsession Meets Public Need,” Frontiers of Entrepreneurship Research: Vol. 27: Iss. 4, Article 5, 2007. Co-Authored with Troy R. Harting,

“*That My Neighbor’s Cow Might Live: Effectuation, Entrepreneurship Education and Regional Development in Croatia*.” Published in Kyro, P. and C. Carrier (eds.) 2005. *The Dynamics of Learning Entrepreneurship in*

Cross-Cultural University Context. University of Tampere, Research Center for Vocational Education, Entrepreneurship Series 2/2005, University of Tampere, Finland. Full paper published in the 2004 Babson College Entrepreneurship Journal.

“*Fostering Entrepreneurship in Croatia*.” Batten Briefing, vol. 2, No. 3, Summer 2003.

“*Reflections from an Entrepreneurial Pioneer*”, an Interview with Howard Stevenson of Harvard Business School. Batten Briefing, vol. 2, No. 2, Spring 2003.

Authored dozens of case studies and teaching notes, both for Harvard Business School and for various clients of the International Case Method Institute, a private consulting business (see *Professional Experience* section above).

SELECTED PRESENTATIONS/ACADEMIC PANELS

“*Entrepreneurship Across the Curriculum*” Seminar on Teaching Entrepreneurship, University of Baltimore School of Business, June 2013.

“*Ethics and Social Entrepreneurship: Using Contingency as a Resource*” Presentation at the Donchian Ethics Symposium, University of Richmond, September 20, 2010.

“*Re-Storying an Entrepreneurial Identity: Education, Experience and Self-Narrative*.” Presented at the Babson College Entrepreneurship Conference, IMD/EPFL, Lausanne Switzerland, June, 2010.

“*The Entrepreneurial Mindset: New Ends, New Means, New Selves*” Presented at the Babson College Entrepreneurship Conference, Babson College, Wellesley MA, June 5, 2009.

Nyenrode University Health Management Program: Participant in Academic Roundtable with Michael Porter of Harvard Business School, May 13, 2009.

“(Some Preliminary Thoughts) on Deeds, Goldfarb, and Minniti’s “*Entrepreneurship and Growth, Wealth Creation and Regional Development*” Presented at the Carey-Darden Entrepreneurship Retreat, Johns Hopkins University, May, 2009.

“*When Contingency is a Resource: Educating Entrepreneurs in the Balkans, the Bronx and Beyond*.” Presented in the peer review section of the ISBE Conference, Belfast, Northern Ireland, November 6-8, 2008. *Best Paper Award* in the Education Track.

Entrepreneurship and the Case Study Method. ELI Institute Conference on Entrepreneurship, Howard University, funded by the Kauffman Foundation for Entrepreneurship, June 2008.

Entrepreneurship as a Mindset. Presentation to the ELI Entrepreneurship Institute at Howard University, funded by the Kauffman Foundation for Entrepreneurship, May 2008.

“*Entrepreneurship and the Human Enterprise*.” Presented at the Babson Entrepreneurship Conference, Instituto de Empresa, Madrid, June 2007. Presented at the Howard University Research Series, April 2007.

“*That My Neighbor's Cow Might Live: Effectuation and Entrepreneurship Education in Croatia*.” Presented at the Allied Academies Conference, Reno Nevada, October 2007.

“*The Entrepreneur as Strong Poet*.” Presented at the Society of Business Ethics Conference at the Academy of Management meetings, New Orleans, August 2004.

“That My Neighbor’s Cow Might Live: Effectuation, Entrepreneurship Education and Regional Development in Croatia.” Presented at Babson Conference for Entrepreneurship, Glasgow, June 2004.

“The Strong Poet in Ethics and Entrepreneurship: A Look at the Role of Contingency.” Co-authored with Prof. Saras Sarasvathy and Prof. R. Edward Freeman. Presented at IESE Conference on Entrepreneurship, Barcelona, September 2005.

“Ethical Innovation: an Instrumental Stakeholder Framework,” Presented at the Society of Business Ethics Conference at the Academy of Management meeting, Seattle, August 2003.

“Making Entrepreneurs and What Entrepreneurs Make.” Presented at the IESE Conference on Entrepreneurship, Barcelona, Spain, September 2005.

FELLOWSHIPS AND AWARDS

Best Paper Award: ISBE Conference Belfast Ireland, November 2008. Shared the award with co-author Saras Sarasvathy for the paper, “When Contingency is a Resource: Educating Entrepreneurs in the Balkans, the Bronx and Beyond.”

Faculty Fellowship, The George Washington University Executive Development Program (EDP): 2007: Member of GWU School of Business EDP Faculty, responsible for entrepreneurship, business ethics and the case study method.

FRieND Program, Howard University (2009-present): Chosen to be member of faculty mentorship program whereby faculty with outstanding teaching records mentor other faculty needing assistance with some aspect of pedagogy from classroom style to syllabus development to materials selection.

Harvard Business School Public Service Fellowship: (1991-1992)
Awarded one-year stipend for HBS graduates pursuing careers in public service.

Harvard Business School Scholarship. (1989-1990)
Awarded first year full scholarship for outstanding research contribution to HBS in Entrepreneurship.

Rotary International Scholarship (1989)
Awarded full scholarship for Grand Diplome course at La Varenne *Ecole de Cuisine* in Paris.

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

Member, Teaching Post Forum for Educators, <http://teachingpost.hbsp.harvard.edu/heskett/>
Member, Executive Committee, Graduate Certificate Program for Entrepreneurship, Howard University
Member, Case Competition Faculty Committee, Howard University School of Business
Member, Academy of Management.
Member, Society for Business Ethics.
Reviewer, Journal of Business Venturing.
Reviewer, Entrepreneurship Theory and Practice.
Reviewer, Strategic Entrepreneurship Journal
Judge, George Washington School of Business Case Competition, 2007.
Adjunct Faculty Member, Management Center Innsbruck, University of Innsbruck, Austria
Guest Lecturer, School of Business, University of Bern, Switzerland

LANGUAGE SKILLS

English (native); German (fluent); Spanish (fluent); French (proficient).