

MARKUS BAER

CURRICULUM VITAE

Olin Business School, Washington University in St. Louis
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ACADEMIC APPOINTMENTS

- 2020–present Professor, Organizational Behavior, Olin Business School, Washington University in St. Louis.
- *Research Fellow*, Judge Business School, Cambridge University (2018–present)
 - *Visiting Professor*, School of Business and Economics, Vrije Universiteit Amsterdam (2021)
 - *Special Issue Editor*, *Journal of Product Innovation Management*
- 2014–2020 Associate Professor (with tenure), Organizational Behavior, Olin Business School, Washington University in St. Louis.
- *Associate Editor*, *Academy of Management Journal* (2016–2019)
- 2012–2014 Associate Professor (without tenure), Organizational Behavior, Olin Business School, Washington University in St. Louis.
- *Wilhelm-Rieger Visiting Professor*, Friedrich-Alexander-University, Germany (2014)
- 2006–2012 Assistant Professor, Organizational Behavior, Olin Business School, Washington University in St. Louis

EDUCATION

- 2007 Ph.D., Organizational Behavior, Department of Business Administration University of Illinois at Urbana-Champaign
- 2000 Diplom, Psychology, Department of Psychology University of Giessen, Germany

AWARDS, HONORS, & GRANTS

- Runner up, European Business School, Best Paper Award – 2020
- Keynote Address, *International Conference of Researchers in Management*. Bogota, Colombia – 2017
- Editorial Board Outstanding Reviewer, *Academy of Management Journal* – 2013, 2015
- Undergraduate Reid Teaching Award, *Olin Business School* – 2012, 2013, 2014
- Skandalaris Center for Entrepreneurial Studies (\$ 10,000) – 2013
- World’s 40 Best Business School Professors Under 40, *Poets & Quants* – 2011
- Marcile and James Reid Award for Scholarly Excellence (\$5,000) – 2009
- Olin Award (with Kurt Dirks & Jackson Nickerson) (\$10,000) – 2009

PUBLICATIONS

Journal Articles

Mount, M., Baer, M., & Lupoli, M. Quantum leaps or baby steps? Psychological distance, construal level, and the propensity to invest in novel technological ideas. ***Strategic Management Journal*** (forthcoming).

Baer, M., Dane, E. I., & Madrid, H. Zoning out or breaking through? Linking daydreaming to creativity in the workplace. ***Academy of Management Journal*** (forthcoming).

Shaw, J. D., & Baer, M. 2020. “The sky is not falling” and other reactions to Tourish’s wanderings. ***Academy of Management Learning and Education***, 19, 243-246.

Gray, S. M., Knight, A. P., & Baer, M. (2020). On the emergence of collective psychological ownership in new creative teams. ***Organization Science***, 31, 141–164.

- Gray, S. M., Knight, A. P., & Baer, M. (2020). What kind of startup founder are you? ***Harvard Business Review*** (Online). <https://hbr.org/2020/11/what-kind-of-startup-founder-are-you>
- Runner-up, EBS Best Paper Award on Innovation, (Corporate) Entrepreneurship, and Transformation, 2020

Nadkarni, S., Gruber, M., DeCelles, K., Connelly, B., & Baer, M. (2018). New ways of seeing: Radical theorizing. “From the Editors” of the ***Academy of Management Journal***, 61, 371–377.

Baer, M., & Shaw, J. (2017). Falling in love again with what we do: Academic craftsmanship in the management sciences. “From the Editors” of the ***Academy of Management Journal***, 60, 1213–1217.

- Brown, G., & Baer, M. (2015). Protecting the turf: The effect of territorial marking on others' creativity. *Journal of Applied Psychology*, 100, 1785–1797.
- Kudesia, R. S., Baer, M., & Elfenbein, H. A. (2015). A wandering mind does not stray far from home: The value of metacognition in distant search. *PLoS One*, 10(5): e0126865
- Baer, M., Evans, K., Oldham, G. R., & Boasso, A. (2015). The social network side of individual innovation: A meta-analysis and path-analytic integration. *Organizational Psychology Review*, 5, 191–223.
- Knight, A. P., & Baer, M. (2014). Get up, stand up: The effects of a non-sedentary workspace on information elaboration and group performance. *Social Psychological and Personality Science*, 5, 910–917.
- Baer, M., Vadera, A., Leenders, R. T. A. J., & Oldham, G. R. (2014). Intergroup competition as a double-edged sword: How sex composition regulates the effects of competition on group creativity. *Organization Science*, 25, 892–908.
- Baer, M., Dirks, K. T., & Nickerson, J. A. (2013). Microfoundations of strategic problem formulation. *Strategic Management Journal*, 34, 197–214.
- Richter, A., Hirst, G., Van Knippenberg, D., & Baer, M. (2012). Creative self-efficacy and individual creativity in team contexts: Cross-level interactions with team informational resources. *Journal of Applied Psychology*, 97, 1282–1290.
- Baer, M. (2012). Putting creativity to work: The implementation of creative ideas in organizations. *Academy of Management Journal*, 55, 1102–1119.
- Montag, T., Maertz, C. P., & Baer, M. (2012). A critical analysis of the workplace creativity criterion space. *Journal of Management*, 38, 1362–1386.
- Baer, M., & Brown, G. (2012). Blind in one eye: How psychological ownership of ideas determines the types of suggestions people adopt. *Organizational Behavior and Human Decision Processes*, 118, 60–71.
- Brown, G., & Baer, M. (2011). Location in negotiation: Is there a home-field advantage? *Organizational Behavior and Human Decision Processes*, 114, 190–200.

- Dane, E. I., Baer, M., Pratt, M. G., & Oldham, G. R. (2011). Rational versus intuitive problem solving: How thinking “Off the beaten path” can stimulate creativity. *Psychology of Aesthetics, Creativity, and the Arts*, 5, 3–12.
- Baer, M., Leenders, R. T. A. J., Oldham, G. R., & Vadera, A. (2010). Win or lose the battle for creativity: The power and perils of intergroup competition. *Academy of Management Journal*, 53, 827–845.
- Baer, M. (2010). The strength-of-weak-ties perspective on creativity: A comprehensive examination and extension. *Journal of Applied Psychology*, 95, 592–601.
- Baer, M., Oldham, G. R., Jacobsohn, G. C., & Hollingshead, A. B. (2008). The personality composition of teams and creativity: The moderating role of team creative confidence. *Journal of Creative Behavior*, 42, 255–282.
- Baer, M., & Oldham, G. R. (2006). The curvilinear relation between experienced creative time pressure and creativity: Moderating effects of openness to experience and support for creativity. *Journal of Applied Psychology*, 91, 963–970.
- Van Dyck, C., Frese, M., Baer, M., & Sonnentag, S. (2005). Organizational error management culture and its impact on performance: A two-study replication. *Journal of Applied Psychology*, 90, 1228–1240.
- Baer, M., Oldham, G. R., Hollingshead, A. B., & Jacobsohn, G. C. (2005). Revisiting the birth order-creativity connection: The role of sibling constellation. *Creativity Research Journal*, 17, 67–77.
- Baer, M., Oldham, G. R., & Cummings, A. (2003). Rewarding creativity: When does it really matter? *The Leadership Quarterly*, 14, 569–586.
- Baer, M., & Frese, M. (2003). Innovation is not enough: Climates for initiative and psychological safety, process innovations, and firm performance. *Journal of Organizational Behavior*, 24, 45–68.

Book Chapters

- Oldham, G. R., & Baer, M. (2012). Creativity and the work context. In M. D. Mumford (Ed.), *Handbook of Organizational Creativity* (1st ed., pp. 387–420). San Diego, CA: Elsevier.

Oldham, G. R., & Baer, M. (2005). Job enrichment. In N. Nicholson, P. Audia, & M. Pillutla (Eds.), *The Blackwell Encyclopedia of Management* (2nd ed., pp. 198–199). Oxford, UK: Blackwell.

MANUSCRIPTS-IN-PROGRESS

Baer, M., Dyer, J. H., & Rodgers, Z. J. Career benefits of entrepreneurial activity for individuals in paid employment: An application of signaling theory. *Journal of Business Venturing* (1st-round revise-and-resubmit).

Dane, E., Swartz, R., & Baer, M. Illuminating epiphanies: The psychological foundations of sudden, personally transformational realizations. *Organizational Behavior and Human Decision Processes* (1st-round revise-and-resubmit).

Deichmann, D., & Baer, M. A recipe for success? Sustaining creativity among first-time creative producers. *Organization Science* (under 1st review).

Mount, M., & Baer, M. CEOs' regulatory focus and strategic risk-taking when firms perform above and below the bar. *Journal of Management* (under 2nd review).

Park, C., & Baer, M. Getting to the root of things: The role of epistemic motivation and construal levels in strategic problem formulation. *Strategy Science* (1st-round revise-and-resubmit).

Razinkas, S., Weiss, M., Hoegl, M., & Baer, M. Illuminating the opposing performance effects of stressors in innovation teams. *Journal of Product Innovation Management* (under 2nd review).

WORKS-IN-PROGRESS

A theoretical analysis and test of creative idea selection in groups (with H. Zhang & B. Cummiskey) (manuscript preparation).

Geographic discrimination in the evaluation of entrepreneurial ventures (with X. Liang & J. H. Lee) (data collection).

Group flow (with R. Lavoie & E. Rouse) (manuscript preparation).

Leader competence and follower creativity (with Dae-Hyeon Kim, K. Evans, & C. Long) (manuscript preparation).

Organizational ownership in the French military (with E. Essig) (manuscript preparation).

Problem framing and formulating (with C. Park & J. Nickerson) (data collection).

Team dynamics across time and impact on team creativity (with A. Richter) (manuscript preparation).

CONFERENCE PRESENTATIONS

Park, C. H., & Baer, M. (August, 2020). Problem framing and formulation. In “*The evolution and obliteration of novel ideas and problems.*” Paper session conducted at the Annual Meeting of the Academy of Management, virtual.

Deichmann, D., & Baer, M. (August, 2020). A recipe for success? Award winners and the one-hit-wonder effect. In “*New perspectives on development sequences and cycles in creative work.*” Symposium conducted at the Annual Meeting of the Academy of Management, virtual.

Zhang, H., Baer, M., & Cummiskey, B. (August, 2019). Sifting for creativity: A theory and process for idea selection in groups. In “*Evaluation and selection of creative ideas in organizations.*” Symposium conducted at the Annual Meeting of the Academy of Management, Boston, MA.

Kim, D-H., Baer, M., Evans, K., & Long, C. (August, 2019). Working in the shadow of a brilliant leader: Curvilinear effects on empowerment and creativity. In “*Drivers of creativity.*” Paper session conducted at the Annual Meeting of the Academy of Management, Boston, MA.

Cummiskey, B. & Baer, M. (August, 2018). Bounded creativity: A theory of the effects if constraints on the production of new ideas. In “*What does creativity have to do with it?*” Symposium conducted at the Annual Meeting of the Academy of Management, Chicago, IL.

Baer, M. (August, 2018). Creativity: Then and now...and a taste of what might be. In “*Then and now: Job design, diversity, and creativity.*” Showcase symposium conducted at the Annual Meeting of the Academy of Management, Chicago, IL.

Baer, M. (August, 2018). Problem formulation and the search for solution. In “*Problem formulation: Identification of the ‘right’ problem for improved innovative performance.*” Symposium conducted at the Annual Meeting of the Academy of Management, Chicago, IL.

- Baer, M. (April, 2018). *SIOP Select: I-O Igniting Innovation (Panelist)*. The 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Baer, M. (November, 2017). *On machines and human ingenuity—may the better wo(man) win*. Keynote address for the International Conference of Researchers in Management, Universidad Externado de Colombia, Bogota, Colombia.
- Baer, M. (October, 2017). *Leading for creativity: Cultivating a creative workplace (Panel Discussant)*. John Cook School of Business, Saint Louis University, St. Louis, MO.
- Baer, M., Dyer, J. H., & Rodgers, Z. J. (May, 2017). *Career returns to entrepreneurial activity among employees in paid employment: A longitudinal investigation*. Poster presented at the Congress of the European Association of Work and Organizational Psychology, Dublin, Ireland.
- Baer, M., Dyer, J. H., & Rodgers, Z. J. (February, 2017). *Career returns to entrepreneurial activity among employees in paid employment: A longitudinal investigation*. Paper presented at the MMM Conference, Arizona State University, Tempe, AZ.
- Baer, M., & Cummiskey, B. (October, 2016). *Creativity from constraints*. Paper presented at the Creativity Collaboratorium, Boston College, Boston, MA.
- Rodgers, Z., Dyer, J., & Baer, M. (2016, August). *Going against the grain but rising to the top: Career returns to engaging creative behaviors at work*. Paper presented at the Annual Meeting of the Academy of Management, OB Division, Anaheim, California.
- Gray, S. M., Knight, A. P., & Baer, M. (2015, August). *Psychological ownership and the transition from solo entrepreneur to new venture team*. Paper presented at the Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia.
- Baer, M. (2015, August). *The physical environment and performance in organizations*. Paper presented at the Annual Meeting of the Academy of Management, Organizational Behavior Division, Vancouver, British Columbia.
- Baer, M. (2015, August). *Ideas about ideas in organizations*. Paper presented at the Annual Meeting of the Academy of Management, Managerial and Organizational Cognition Division, Vancouver, British Columbia.
- Gray, S. M., Knight, A. P., & Baer, M. (2015, May). *Starting off on the right foot: Psychological ownership, territoriality, and the success of nascent venture teams in entrepreneurship*

competitions. Paper presented at the 17th Congress of the European Association of Work and Organizational Psychology, Oslo, Norway.

Baer, M. (2014, August). *Exploring the frontiers of personality and social network research in organizations*. Paper presented at the Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.

Gray, S. M., Knight, A. P., Baer, M., & Watkins, K. (2014, August). *The development of collective ownership in entrepreneurial teams*. Paper presented at the Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.

Evans, K., Baer, M., & Oldham, G. R. (2014, August). *A social network perspective on team innovation: A review, integration, and extension*. Paper presented at the Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.

Dane, E., & Baer, M. (2014, May). *Zoning out or breaking through? Exploring daydreaming in the workplace*. Poster presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, Hawaii.

Knight, A., & Baer, M. (2013, August). *Stand up and create: Effects of seating availability on innovation*. Paper presented at the Annual Meeting of the Academy of Management, Orlando, Florida.

Kudesia, R. S., Baer, M., & Elfenbein, H. A. (2013, August). *Learning to let go: How mindfulness meditation impacts creativity and decision making*. Paper presented at the Annual Meeting of the Academy of Management, Orlando, Florida.

Baer, M. (2013, August). *The formulation of complex problems: Implications for creativity*. Paper presented at the Annual Meeting of the Academy of Management, Orlando, Florida.

Knight, A., & Baer, M. (2013, July). *Get up, stand up: Effects of lack of seating availability on group innovation*. Paper presented at the Eighth Annual INGroup Conference, Atlanta, Georgia.

Baer, M., Oldham, G. R., Evans, K., & Boasso, A. (2013, May). *The social network correlates of innovation: A meta-analysis*. Poster presented at the 16th Congress of the European Association of Work and Organizational Psychology, Muenster, Germany.

Baer, M. (2012, August). *Accelerating breakthrough innovation: From creativity to execution*. Paper presented at the Annual Meeting of the Academy of Management, Boston, Massachusetts.

- Montag, T., Maertz, C. P., & Baer, M. (2012, August). *A criterion-oriented review of workplace creativity*. Paper presented at Annual Meeting of the Academy of Management, Boston, Massachusetts.
- Baer, M., Oldham, G. R., Evans, K., & Boasso, A. (2012, August). *Social networks, creativity, and innovation: A meta-analysis*. Paper presented at the Annual Meeting of the Academy of Management, Boston, Massachusetts.
- Richter, A., Hirst, G., Van Knippenberg, D., & Baer, M. (2011, May). *Creative self-efficacy and creativity in the team context: Cross-level interactions with transactive memory and functional background diversity*. Poster presented at the 15th Congress of the European Association of Work and Organizational Psychology, Maastricht, The Netherlands.
- Baer, M., Vadera, A., Leenders, R. T. A. J., & Oldham, G. R. (2011, May). *Peace or war? Intergroup competition and its gender-specific effects on group creativity*. Poster presented at the 15th Congress of the European Association of Work and Organizational Psychology, Maastricht, The Netherlands.
- Baer, M., Hirst, G., & Richter, A. (2010, August). *When creative self-efficacy benefits individual creativity in teams: The cross-level effects of diversity and expertise location*. Paper presented at the Annual Meeting of the Academy of Management, Montreal, Canada.
- Baer, M., Vadera, A., Leenders, R. T. A. J., & Oldham, G. R. (2010, August). *Peace or war? Intergroup competition and its gender-specific effects on group creativity*. Paper presented at the Annual Meeting of the Academy of Management, Montreal, Canada.
- Brown, G., & Baer, M. (2010, April). *Negative effects of territoriality on others' creativity and social behavior*. Poster presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, Georgia.
- Baer, M. (2009, August). *Breaking the mold: Personal and relational correlates of radical idea generation*. Paper presented at the Annual Meeting of the Academy of Management, Chicago, Illinois.
- Baer, M. & Brown, G. (2009, April). *Letting go or hanging on? Psychological ownership of ideas and its effects on the adoption of change*. Poster presented at the Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana.

- Baer, M., Oldham, G. R., Leenders, R. T. A. J., & Vadera, A. (2008, August). *Win or lose the battle for creativity: The power and perils of intergroup competition*. Paper presented at the Annual Meeting of the Academy of Management, Anaheim, California.
- Baer, M. (2007, August). *The implementation of radical ideas in organization*. Paper presented at the Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.
- Baer, M., Oldham, G. R., Jacobsohn, G. C., & Hollingshead, A. B. (2006, August). *The personality composition of teams and creativity: The Moderating Role of Team Creative Confidence*. Paper presented at the Annual Meeting of the Academy of Management, Organizational Behavior Division, Atlanta, Georgia.
- Dane, E. I., Baer, M., Pratt, M. G., & Oldham, G. R. (2006, April). *The effects of thinking styles on creative idea generation and evaluation*. Poster presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, Texas.
- Baer, M., & Oldham, G. R. (2004, August). *Examining curvilinear relations between time pressure and creativity: The moderating role of work support, nonwork support and openness to experience*. Paper presented at the Annual Meeting of the Academy of Management, New Orleans, Louisiana.
- Baer, M., Oldham, G. R., Hollingshead, A. B., & Costa, G. H. (2004, April). *Revisiting the birth order-creativity connection: The role of sibling constellation*. Paper presented at the Annual Convention of the American Psychological Society, Chicago, Illinois.
- Baer, M., Costa, G. H., Hollingshead, A. B., & Oldham, G. R. (2004, April). *The personality composition of teams and creativity*. Poster presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Baer, M., Oldham, G. R., & Cummings, A. (2003, August). *Rewarding creativity: When does it really matter?* Paper presented at the Annual Meeting of the Academy of Management, Seattle, Washington.
- Oldham, G. R., & Baer, M. (2003, August). *Generating and Sharing Creative Ideas at Work: Contributions of Personal and Contextual Conditions*. Paper presented at the Annual Meeting of the Academy of Management, Seattle, Washington.

INVITED TALKS

- Arizona State University, W. P. Carey School of Business
- Boston College, Carroll School of Management

- Carnegie Mellon University, Tepper School of Business
- Catholic University of Portugal, Católica-Lisbon School of Business & Economics
- Center for Advanced Management Studies, Ludwig-Maximilian-University, Germany
- Center for European Economic Research, Mannheim, Germany
- Central Intelligence Agency, Langley, Virginia
- Duke University, The Fuqua School of Business
- Erasmus University, Rotterdam School of Management
- Friedrich-Alexander-University, Germany
- Georgetown University, McDonough School of Business
- Georgia Institute of Technology, Ernest Scheller Jr. College of Business
- Harvard Business School
- Indian Institute of Technology Bombay, Shailesh J. Mehta School of Management
- Indian School of Business, India
- Justus-Liebig University, Department of Work & Organizational Psychology
- London Business School, England
- Michigan State University, Broad College of Business
- National University of Singapore, NUS Business School
- New York University, Stern School of Business
- Rice University, Jesse H. Jones Graduate School of Business
- Singapore Management University, Lee Kong Chian School of Business
- Swiss Federal Institute of Technology, Department of Management, Technology, and Economics
- Technical University of Munich, School of Management
- Tulane University, A. B. Freeman School of Business
- University College London, England
- University of Arizona, Eller College of Management
- University of Cambridge, Judge Business School
- University of Groningen, Faculty of Economics and Business
- University of Manitoba, Asper School of Business
- University of Maryland, Robert H. Smith School of Business
- University of New South Wales, UNSW Business School
- University of North Carolina at Chapel Hill, Kenan-Flagler Business School
- University of Oregon, Lundquist College of Business
- University of Texas at Dallas, Naveen Jindal School of Management
- University of Victoria, Peter B. Gustavson School of Business
- Virginia Commonwealth University, School of Business, Department of Management and Entrepreneurship
- Vrije Universiteit Amsterdam, Faculty of Social Sciences

PROFESSIONAL SERVICE AND ACTIVITIES

Editorial Service

- Associate Editor, *Academy of Management Journal*, 2016 – 2019
- Editorial Board, *Journal of Applied Psychology*, 2014 – 2016
- Editorial Board, *Organization Science*, 2013 – 2016
- Editorial Board, *Academy of Management Journal*, 2010 – present
- Editorial Board, *The International Journal of Creativity and Problem Solving*, 2009 – 2012

Student Advising

- Jessica Francavilla, OB Group, OBS, 2020 – present

Dissertation Committees

- Dae Kim, Dissertation Committee Member, OB Group, OBS, expected 2022
- Chan Hyung Park, Dissertation Committee Chair, OB Group, OBS, expected 2022
- Jack Zhang, Dissertation Committee Member, OB Group, OBS, expected 2021
- Brendon Cummiskey, Dissertation Committee Member, OB Group, OBS, expected 2021
- Ravi Kudesia, Dissertation Committee Chair, OB Group, OBS, 2017
- Bart Verwaeren, Dissertation Committee Member, OB Group, OBS, 2017
- Karoline Evans, Dissertation Committee Chair, OB Group, OBS, 2016
- Peter Boumgarden, Dissertation Committee Member, OB Group, OBS, 2010

University Service (Washington University in St. Louis)

- PhD Program Coordinator, OB Group, OBS, 2015 – present
- Member, PhD Committee, OBS, 2015 – present
- Chair, Faculty Search Committee, OB Group, OBS, 2014 – 2019
- Member, Faculty Search Committee, OB Group, OBS, 2010 – present
- Member, Omnibus Committee, OBS, 2020 – present

TEACHING EXPERIENCE

- Motivation (Brookings Executive Education, Brookings Institution), 2019–present
- Leading and Growing Highly Effective Teams (Olin Executive Education), 2018–present
- Organizational Behavior & Design (EMBA Mumbai, IITB-WUSTL Research and Educational Academy), 2017–present
- Creative Thinking (EMBA STL, OBS), 2016–present
- Leading Innovation (Olin Executive Education), 2015–present
- Motivating People (Olin Executive Education), 2015–present
- Thinking Creatively and Leading Creative Teams, (BSBA, OBS), 2015–present
- Teams & Collaboration (EMBA Shanghai, OBS), 2015–present
- Leading Innovation & Creating New Value, (Brookings Executive Education, Brookings Institution), 2015–present

- Organizational Behavior – Creativity (PhD seminar, OBS), 2014–present
- Creativity Leading to Breakthrough Performance (Olin Executive Education), 2014–present
- Inspiring Creativity in Organizations (Brookings Executive Education, Brookings Institution), 2013–present
- Creative Thinking and Leading the Creative Organization (MBA, OBS), 2011–present
- Organization Behavior within the Firm (BSBA, OBS), 2006–2014
- Organizational Behavior (BSBA, University of Illinois at Urbana-Champaign), 2005–2006
- Introduction to Management (BSBA, University of Illinois at Urbana-Champaign), 2004–2005