



Babson Entrepreneurship Program

Experience the Best in Entrepreneurship Education at Babson College

Thank you for considering a partnership with Babson College to develop a program for your students. This document will provide an overview of offerings, benefits, and terms and conditions of the **Babson Entrepreneurship Program** to be managed by Babson Enterprise Programs at Babson College.

PROGRAM OVERVIEW

Babson will provide participants with an experience aimed at maximizing opportunity and success through stimulating classroom activities, hands-on faculty involvement, interactive group sessions, networking gatherings, and more. As participants in Babson's Entrepreneurship Program, students will learn from esteemed faculty at the **#1 institution in the world for entrepreneurship education**.

The **Babson Entrepreneurship Program** is structured in a three-week format. Engaging sessions will focus on such relevant topics as:

- ✓ *Entrepreneurial Mindset*
- ✓ *Business Planning*
- ✓ *Marketing for Entrepreneurs*
- ✓ *Negotiations*
- ✓ *Entrepreneurial Finance*
- ✓ *Entrepreneurial Tools*
- ✓ *New Venture Creation*
- ✓ *Cultural and Social Aspects of Entrepreneurship*
- ✓ *Social Entrepreneurship*
- ✓ *Corporate Entrepreneurship*
- ✓ *Sustainable Entrepreneurship*
- ✓ *Managing a Growing Business*
- ✓ *Entrepreneurship in Latin America*
- ✓ *Personal Selling*

ABOUT BABSON

U.S. News & World Report has ranked Babson the #1 school for entrepreneurship for 18 consecutive years. Babson was the first institution to make a strategic commitment to entrepreneurship education in the mid-1970's and currently has the largest dedicated faculty of entrepreneurship educators in the world. In 2011, Babson faculty were given an A+ rating in teaching quality by students in a survey conducted by *Bloomberg Business Week* magazine. Through strategic partnerships with educational institutions, foundations, non-profits, governments, and NGOs around the world, Babson prides itself on advancing economic, social, and personal development through global entrepreneurship education. More than 800 students come to Babson through the program to learn entrepreneurship each year!





PROGRAM LOCATION

The **Babson Entrepreneurship Program** is held on the beautiful Babson College campus, located just 20 minutes from downtown Boston, Massachusetts. Time is allocated outside of the curriculum for recreation and the opportunity to explore Boston, a city rich in history and culture. Nestled into the New England area of the Atlantic seaboard, Boston and its surrounding areas offer something for everyone to enjoy: harbor cruises, historic tours, museums, shops, sporting events, renowned restaurants, and much more.

PROGRAM GOALS

Students will explore thought-provoking content and learn principles of Entrepreneurial Thought and Action®. Leveraging Babson's leadership, the **Babson Entrepreneurship Program** will provide current insights and perspectives on entrepreneurship. Upon completion of this program, certified participants will:

- ✓ *Be motivated to engage in entrepreneurship activities and businesses.*
- ✓ *Have a more comprehensive understanding of the entrepreneur and the entrepreneurial mindset.*
- ✓ *Understand the process and content sides of being an entrepreneur.*
- ✓ *Comprehend and develop the Business Planning Process.*
- ✓ *Demonstrate the capability to learn from real cases studies and other interactive classroom workshops.*
- ✓ *Understand the value of experiential learning.*
- ✓ *Participate with innovative ideas in a business contest in order to understand how to work as a team and develop his or her entrepreneurial mindset and marketing techniques.*

PARTICIPANT MIX

This program is designed for students from leading universities worldwide. The diversity of the teaching faculty will provide unique perspectives and entrepreneurial aptitude that will enrich the learning experience for all. At the end of the program, participants will receive a certificate confirming their completion of the **Babson Entrepreneurship Program**. It is therefore expected that participants be present for all sessions. Course materials and lectures are taught in English, so participants must be proficient in both speaking and reading English. Students are required to prepare for each class, participate in class discussions, and be actively engaged in presentations and group work.

PROGRAM CURRICULUM

The **Babson Entrepreneurship Program** is designed as a course to be delivered at Babson College. The course will include case studies, break-out sessions, videos, group presentations, and lectures, and is designed around complementary topics. Strong emphasis will be placed on acquiring knowledge about the primary and secondary topic areas of entrepreneurship, as well as the development of strong negotiation skills. Participants will be expected to complete assigned readings within the program to further develop their knowledge about entrepreneurship.



**BABSON ENTREPRENEURSHIP PROGRAM
UNIVERSIDAD DEL DESARROLLO**

**ARRIVING MONDAY, JULY 16TH, 2012; DEPARTING SATURDAY, AUGUST 4TH, 2012
SAMPLE AGENDA***

Monday	Tuesday	Wednesday	Thursday	Friday
_____	Entrepreneurship Mindset & Personal Assessment	Business Plans for Entrepreneurs	Personal Selling	The New Entrepreneur Detecting Business
Arrival & Orientation	New Venture Creation	Cultural Activity	Entrepreneurship in Latin America	Free

Monday	Tuesday	Wednesday	Thursday	Friday
Free	Corporate Entrepreneurship	Social Entrepreneurship	Negotiations	Hobby into Entrepreneurship
Marketing for Entrepreneurs	Entrepreneurial Finance	Cultural Activity	Wrap Up	Free

Monday	Tuesday	Wednesday	Thursday	Friday
Free	Managing a Growing Business	Business Planning	Entrepreneurial Tools	Rocket Pitch
Transformation Strategy	Sustainable Entrepreneurship	Cultural Activity	Cultural & Social Aspects of Entrepreneurship	Free

**Sessions will be determined based on faculty availability*



TOPICS TO INCLUDE:

Entrepreneurial Mindset and Personal Assessment

Entrepreneurship is an action-oriented discipline grounded in creative, innovative thinking and action. This session requires you to keep an open mind, think outside the box, re-evaluate your own views of entrepreneurship, and intellectually challenge your peers. You will acquire a greater understanding of the entrepreneurial process – a process of opportunity creation, resource-marshalling, and team-building driven by communication, creativity, and leadership. When process and passion collide, the seemingly unconnected become connected. New ventures are born, stagnating businesses grow, and flailing businesses are reinvented.

New Venture Creation

In this session, we will define entrepreneurship and explore what makes an idea an opportunity. We will use the Timmons Model, developed by long-time Babson professor, Jeffrey Timmons, over 30 years ago. The model is still relevant and looks at how opportunity, resources, and team interact to create the basis for powerful new ventures. Finally, we will examine how to build business models to leverage your opportunity.

Business Plans for Entrepreneurs

Opportunity Identification, Opportunity Shaping and Opportunity Capture are at the heart of all entrepreneurial activity. Virtually all organizations have ideas. But many ideas lack the potential to become opportunities for various reasons—strategic fit, economic benefit, lack of expertise, etc. Even if they turn out to be opportunities, all ideas have flaws at the outset and they need to be shaped. The rigorous analysis of target markets (who?), customer value proposition (what?), value chain (how?) and related financial implications are all captured in the business plan. Institutionalizing a systematic process of gathering ideas, testing ideas for opportunities, shaping ideas via experimentation, prototyping, market testing and then finally orchestrating a market entry is a daunting task within most large organizations. The business plan is a critical tool for achieving buy-in from senior executives and other stakeholders on new ideas. Hence, it is imperative for employees at all levels of the organization to be exposed to this critical entrepreneurial activity that is at the heart of all growth activities of the firm.

Social Entrepreneurship

Social entrepreneurship is one of the fastest growing disciplines to emerge in management and is getting increasing recognition as an important policy strategy at the national level. It is concerned with how to engage the talents and tools of professional entrepreneurship to address critical social needs both within and beyond the market. Social entrepreneurship is situated within a framework of social institutions, organizations, and entrepreneurial change in response to human and citizen rights and needs. The relevant social institutions include government, the market, education, philanthropy, and the family. Organizations may be for profit or non-profit, but all organizations, regardless of their legal structure, are seen to have a social purpose. Several non-market venues for sustainable social change will be examined in addition to the traditional delivery of goods and services through the market.



Entrepreneurial Marketing

A practical guide for those who are interested in launching new ventures, this session is interdisciplinary and will cover topics ranging from strategic marketing to finance and leadership. Participants will receive hands-on guidance and instruction into the process of refining their business plan, articulating the value proposition of their opportunity, and formulating their strategy to achieve enduring success in a realistic context.

Corporate Entrepreneurship

This interactive workshop will enable students to assess organizations for receptivity to entrepreneurial initiative and apply course materials and methodologies to venturing activities. We will discuss the advantages and disadvantages of organic growth vis-a-vis acquired growth and compare managerial incentives of each. The material will address the significance of institutional leadership and discuss the CEO's ability to influence the ethical fiber of management, hence creating an institution that is receptive to innovation and value creation. We will explore the CEO's responsibility to manage change, harness resources, and capitalize on opportunity. Finally, we will examine the practical issues associated with gaining internal and external support for new ventures, assessing momentum toward a project or deal, and discussing the necessary resources for advancing the entrepreneurial strength and vision.

Family Enterprise

Growth is the necessary condition for a trans-generational enterprising family. This session will explore the challenges and complexity of growth in the generational context of the family. If the ultimate question is "How do we take the family business to the next stage of growth?" the following issues will be examined: Do you have a compelling multi-generational vision for growth? What is the difference between an enterprising family and traditional family business? What are the constraints to growth in your family business? How do your planning capabilities support growth? How do you align the family risk profile for growth? What do you do if family shareholders don't want to grow (but don't know it)? How do you establish an ownership strategic options continuum to support growth?

Finance for Entrepreneurs

New ventures or existing companies pursuing new opportunities typically require resources. Entrepreneurial finance looks at the type of funding sources available at different stages of a venture's life. Financing events occur in stages and are matched to milestones the venture plans on achieving. New ventures run into trouble when they are undercapitalized, but counter-intuitively, can also have problems when they are overcapitalized. This session will examine the interplay between capital needed, valuation of the organization and strategy.

Entrepreneurship in Latin America

This session focuses on approaches and opportunities for starting and growing entrepreneurial businesses in Latin America. We will study characteristics influencing entrepreneurship in a diversity of countries, ranging from Brazil to Chile to Peru. We will examine countries utilizing a unique framework, and draw some conclusions about the similarities and differences across categories and countries. While many aspects of entrepreneurship can be generalized across ventures started anywhere in the world, we cannot assume the same opportunities can be approached similarly in different Latin America contexts. This course provides an overview of the mindsets, methods, and managerial activities



necessary to understand the entrepreneurial process in Latin America, in particular the process of detecting and understanding entrepreneurial opportunities in Latin American countries.

Sustainable Entrepreneurship

The rise in people/planet problems such as depletion of natural resources, pollution, poverty, homelessness, waste and an array of other challenges demand new solutions achieved through greening, continuous improvement or Schumpeterian innovation. Alternative energy, clean-tech and energy management offer solutions to some of these challenges, but market success and the cost of scaling often requires strong public/private partnerships, technological innovation, and financial capital. We will explore the drivers of opportunities in the energy domain and examines ways new ventures are applying technologies in wind, water, solar and alternative fuel.

Managing a Growing Business

Participants will study the challenges and opportunities associated with entrepreneurial management and growth. We will focus on the decisions of high-growth owner/managers in recognizing and choosing opportunities, obtaining and allocating resources, challenging and directing personnel, and adapting personal goals and corporate strategies to changing personal business conditions. In this process, participants will examine management challenges for companies that are preparing to become public.

Negotiation

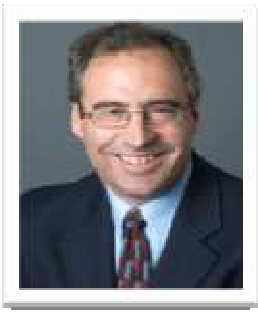
This session explores the many ways that managers and entrepreneurs think about and practice conflict resolution—with peers, bosses, subordinates, suppliers, customers, outside agencies, friends, neighbors, and even family members. Even though many workplace interactions are not defined as a formal “negotiation,” this skill is both a critical managerial capability and the foundation of successful conflict resolution in daily life. Because negotiation involves individual abilities and not just intellectual understanding, we will look at personal skill and experiences. The session features active participation in negotiation simulations and exercises, as well as thoughtful application of theory. Participants will have the opportunity to learn more about their own negotiating preferences and the consequences of the choices they make. In addition, they will be asked to accept and offer feedback on negotiation behavior that they demonstrate and observe. Equally important will be practice in formulating your own concepts about negotiations and extracting insights from experiences that will be useful in future negotiations.

Personal Selling

The growth of business revenue depends directly on a firm's ability to create additional value for current and potential customers. This 3 day intensive course will focus on the professional selling process, to include identifying opportunities, gaining access to decision makers, building relationships with decision makers and influencers, presenting winning proposals, handling resistance and objections, and completing the sale. The course will use the value creation methodology to identify options through the value chain to create value and enhance the customer's strategy within the industry. The course will use a number of inputs to share current academic thinking and best practice. Course participants will also be challenged to apply the learning to a potential opportunity.

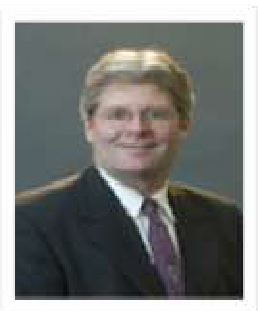


POTENTIAL PARTICIPATING PROFESSORS



Andrew Zacharakis is the John H. Muller, Jr. Chair in Entrepreneurship and the Director of the Babson College Entrepreneurship Research Conference. He previously served as Chair of the Entrepreneurship Department at Babson College and as Acting Director of the Arthur M. Blank Center for Entrepreneurship at Babson College. In addition, Zacharakis was the President of the Academy of Management, Entrepreneurship Division. Zacharakis' primary research area is the venture capital process. Zacharakis is the co-author of five books, *The Portable MBA in Entrepreneurship, 4th edition*, *Business Plans that Work, 2nd edition*; *How to Raise Capital; Entrepreneurship, The Engine of Growth*; and textbook titled *Entrepreneurship, 2nd edition*.

Zacharakis has been interviewed in nationwide media including television, radio and print. Zacharakis has taught seminars to leading corporations, such as Boeing, Met Life, Lucent and Intel. He has also taught executives in countries worldwide. Zacharakis received a BS, University of Colorado; an MBA, Indiana University; and a PhD, University of Colorado. Professor Zacharakis' actively consults with entrepreneurs and small business startups. His professional experience includes positions with The Cambridge Companies (venture capital), IBM and Leisure Technologies.



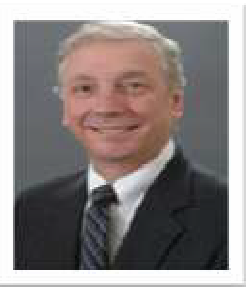
Bradley George is an Assistant Professor and the holder of the John A. Hornaday Term Chair in Entrepreneurship. Professor George has a Ph.D. in Strategic Management and Entrepreneurship from Indiana University, an MBA from the University of Northern Iowa, and a B.S and M.Eng. in Mechanical Engineering from University of Louisville. His research focuses primarily on the areas of strategic decision making processes and research methodology. His research has appeared in the *Journal of Management Studies*, *Entrepreneurship Theory & Practice*, *Frontiers in Entrepreneurship Research*, and *Venture Capital: An International Journal of Finance*. He was awarded the Stevens Institute of Technology Wesley J. Howe Award for the best paper on the topic of Corporate Entrepreneurship at the Babson College

Entrepreneurship Research Conference in 2008 for his paper entitled "Is IPO the Death of Innovation". His work also appears in the book *Life Cycles of New Ventures: A Cross-National Investigation* and he has co-authored three teaching cases in entrepreneurship. His areas of interest and expertise include strategic decision making, the role of governance structure in corporate innovation, sustainability and research methodology.

Professor George teaches both undergraduate and graduate courses in entrepreneurship as well as special courses in environmental and sustainable entrepreneurship. In addition to his courses in entrepreneurship, Professor George has also taught courses in strategic management and leadership, organizational theory and change, business statistics and calculus at the University of Louisville, University of Northern Iowa, and Indiana University. Prior to joining Babson College, Professor George spent 15 years in the diesel engine industry in a variety of positions in training, technical sales and service support, design, manufacturing, marketing, strategic planning and business process reengineering. Additionally, he has advised a number of small and start-up businesses and served on the Board of Directors of the Waterloo-Cedar Falls Symphony Orchestra. Professor George also has extensive international experience, having worked in approximately 30 countries around the world.



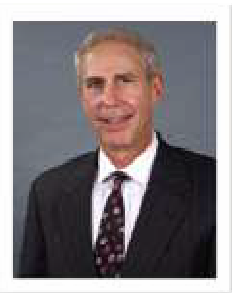
Bob Caspe is Adjunct Professor at Babson College. Bob has served as CEO and Chairman of several companies that he cofounded, in several industries. These include: medical electronics, machine vision, graphic arts, photojournalism, and consumer electronics. These companies have developed, under Bob's leadership, everything from integrated computer system products and software, to embedded systems and custom integrated circuits. Common threads throughout all of these companies are the fields of signal processing and imaging. Bob has an engineering background and has expertise as a software and hardware designer. As well he has a solid theoretical understanding of many signal processing algorithms. Over the years, he has developed a clear understanding of the marketing and growth issues that confront small companies.



Dennis Ceru is a full-time lecturer at Babson College, where he teaches MBA courses in entrepreneurship and business strategy. Dennis Ceru has more than 25 years of experience delivering successful business and technology solutions through leadership and management positions in the high-tech, financial services, and healthcare fields. He is a recognized speaker and author on key topics in strategy and technology for the financial services industry and has been quoted extensively online and in print periodicals.

He is the President and CEO of Strategic Management Associates, LLC, a company dedicated to providing business leaders with the tools necessary to expand and manage growth. His areas of expertise center on developing and implementing tactical action plans to achieve strategic goals, designing work flows to reduce inefficiency and optimize performance, aligning business operations and people for optimum effectiveness, and change management. In partnership with The SBANE Educational Center he developed and leads The CEOs Group, an innovative executive leadership program for growing entrepreneurial companies.

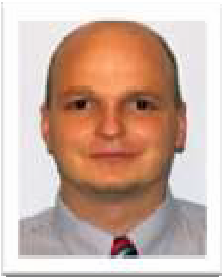
Dennis earned a Ph.D. in psychology and education from the University of Southern California and a B.A. in psychology and biology from Boston University.



Michael Gordon has had extensive experience in diverse areas of entrepreneurship, science and education. He holds a Ph.D. in Chemistry from the Massachusetts Institute of Technology and a Bachelor of Science from Worcester Polytechnic Institute. After twelve years in research, development and management at Polaroid Corporation and Celanese Plastics Company, he pursued a career in entrepreneurship. He founded four companies: a plastics injection molding company; a company which made products for the control of static electricity (Plastic Systems, Inc); a network for entrepreneurs and investors (the Venture-Preneurs Network); and a private investment and consulting firm (Quantum Ventures). One of his companies, Plastic Systems, Inc., was sold to a public British company. He is currently building an internet

venture, AngelDeals.com, a virtual global network which brings capital resources to emerging ventures.

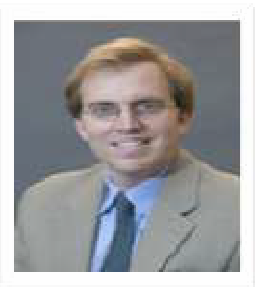
He holds several patents and publications, and during his career in chemistry, he discovered a unique chemical reaction. He has developed a unique framework for the essential entrepreneurial thriving forces and a value chain for competitive advantage for multi-divisional corporations. Dr. Gordon has had extensive teaching/speaking engagements, nationally as well as internationally in Southeast Asia, Latin America and Europe. Mike has lived and worked in the Dominican Republic, Mexico, and Finland, and speaks Spanish. He lives in Philadelphia, with his wife, Maria, and their two children.



Mathew Allen is an Assistant Professor of Entrepreneurship at Babson College and Research Director for the STEP Project. Professor Allen completed his doctorate at the School of Industrial and Labor Relations at Cornell University where he studied the effective management of human capital in entrepreneurial firms. Professor Allen also received a BS in Accounting from the University of Utah and an MBA (emphasis in finance and strategy) from the University of Notre Dame. Prior to his academic career, Professor Allen worked for several years at IBM and Hewlett Packard. In addition he worked as an associate at his father's accounting firm, Ray H. Allen and Associates, where he had the opportunity to work with many entrepreneurial firms and family

businesses.

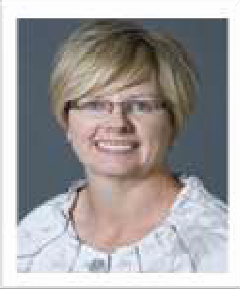
Professor Allen's research addresses the effective management of human capital in entrepreneurial environments including family firms, corporate environments and small entrepreneurial organizations. Professor Allen is particularly interested in the role of human capital in the effective management of entrepreneurial family firms. His research has appeared in publications such as *Personnel Psychology*, *Entrepreneurship Theory & Practice* and *Strategic Organization*. At Babson Professor Allen teaches in the areas of entrepreneurship and family enterprise. In addition, Professor Allen has been involved in executive education programs across the world with a special interest in Latin America where he has worked with executive students from Mexico, Peru, Chile, Argentina, Columbia, and Uruguay.



Dr. Erik Noyes is an Assistant Professor of Entrepreneurship at Babson College where he holds the Martin Tropp Term Chair. Professor Noyes completed his doctorate at Boston University. He has a B.A. from Brown University in International Economic Relations, and an MBA (with a concentration in strategy and innovation) from the University of New Hampshire. Professor Noyes' doctoral dissertation examined *Interlocking Boards and Patterns of Corporate Entrepreneurship among Standard & Poor's 500 Companies*.

Dr. Noyes' professional background and research both focus on corporate entrepreneurship/strategic renewal, corporate innovation, and corporate new venture creation. His ongoing research examines the roles of networks in corporate new venture creation, entrepreneurial opportunity recognition, and the diffusion of knowledge about best practices in corporate entrepreneurship.

At Babson, Professor Noyes teaches *Foundations of Management and Entrepreneurship* and *Entrepreneurship and New Ventures*. Additionally, he has taught both Strategic Management and General Management at the undergraduate level, as well as MBA seminars on innovation and new product idea generation. Prior to joining Babson, Dr. Noyes was a Senior Consultant with a growth strategy and innovation consulting firm where he consulted with companies such as Nokia, Hewlett-Packard, Motorola, BMW, Guidant, and New Balance. He also founded a venture, *Market Art*, which developed custom, business-themed art pieces for innovative companies. His experience includes research and analyst work in technological innovation and advertising.



Heidi Neck is the Jeffrey A. Timmons Professor of Entrepreneurial Studies at Babson College. As Faculty Director of the Babson Symposium for Entrepreneurship Educators (SEE), she passionately works to improve the pedagogy of entrepreneurship education because new venture creation is the engine of society. In addition to entrepreneurship education Professor Neck's research interests include social entrepreneurship, corporate entrepreneurship, and creativity. She has published numerous book chapters, research monographs, and refereed articles in such journals as *Journal of Small Business Management*, *Entrepreneurship Theory & Practice*, and *International Journal of Entrepreneurship Education*. She is on the editorial board of *Entrepreneurship Theory & Practice* and *Academy of Management Learning & Education*. Recognized for her contributions to innovative teaching and curriculum developments, she's received numerous awards including Babson's Deans' Award for Excellence in Teaching, the Gloria Appel Prize for entrepreneurial vitality in academe, United States Association for Small Business & Entrepreneurship (USASBE) Outstanding Entrepreneurship Course, USASBE Best Practice Pedagogy for theatrical improvisation, and USASBE best workshops for social entrepreneurship development and entrepreneurship pedagogy using the historic account for Ernest Shackleton's journey to the South Pole as a backdrop for a discussion on entrepreneurial thought and action. Babson has nominated her twice for the Carnegie Foundation Professor of the Year Award - but only nominated!

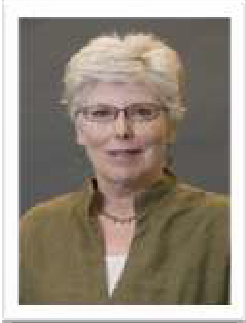
Heidi Neck completed her Ph.D. in Strategic Management and Entrepreneurship from the University of Colorado at Boulder. She holds a B.S. in Marketing from Louisiana State University and an M.B.A. from the University of Colorado, Boulder. Professor Neck teaches entrepreneurship at the executive, MBA, and undergraduate levels, and consults small businesses. She regularly speaks and teaches around the world helping educators better teach entrepreneurship and espousing the positive force of entrepreneurship at a societal change agent.



Tina Opie is an Assistant Professor in the Management Division at Babson College, teaching organizational behavior courses to undergraduates and MBA students. Professor Opie obtained her Ph.D. in Management (with a concentration in organizational behavior) in May 2010 from New York University's Stern School of Business. In 1999, she obtained her MBA from the Darden School of Business.

Professor Opie's research focuses primarily on how organizations can create workplaces that successfully leverage individual difference and convey respect for individual contributions. Specifically, she studies the conditions that motivate peripheral members of workgroups (i.e. individuals who perceive that their input on how to do the group's task is devalued by teammates) to engage. She also studies whether discrimination against overweight people can be reduced by abandoning a focus on appearance and adopting a focus on health. The hope is that this work will help to make a valid case for attempts to reduce obesity discrimination in organizations.

In addition to teaching, she enjoys spending time with her husband, Fred, and their two children, Kennedy and Chase. She is also an avid photographer who loves to sing and watch foreign films. Prior to her academic career Professor Opie was a banker and a management consultant.

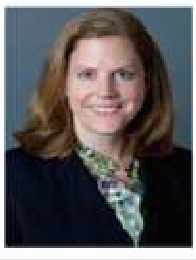


Anne Donnellon is an Associate Professor of Management at Babson College. She teaches leadership, negotiation, teamwork, and organizational design in the Graduate School of Business and in Babson Executive Education. She has served as curriculum coordinator in the MBA program and is the recipient of the Kennedy Award for Teaching Excellence. She is the author of *Team Talk: The Power of Language in Team Dynamics*, published by Harvard Business School Press. The book has been translated into several languages, and has served as the basis for both an interactive corporate training product entitled *Teams That Work*, and two Harvard ManageMentor books, *Leading Teams* and *Keeping Teams on Target*.

Dr. Donnellon is the co-author of *The Post-Bureaucratic Organization* and has also published numerous articles in journals such as *Administrative Science Quarterly*, *Strategy and Leadership*, and the *Journal of Product Innovation Management*. Her several book chapters include "Power, Politics and Influence: Savvy and Substance in Organizations" in the *Portable MBA in Management*. She had developed many teaching cases on companies as diverse as Honeywell, 3M, Petroleos de Venezuela, Standard & Poors, Gillette, and YPF S.A.

Dr. Donnellon teaches in many executive education programs and has consulted to numerous companies including AT&T, Bell Northern, Chubb & Son, Dow Chemical, EMC, Lucent Technologies, McKinsey, and Pfizer, Inc. She has also worked with several small, entrepreneurial firms and led management development seminars for entrepreneurs through the Small Business Association of New England, the Center for Women and Enterprise, and the International Fund for Ireland. A popular speaker, Dr. Donnellon has addressed such organizations as Caisse d'Epargne, Conference Board, Fidelity Investments, Merrimack Pharmaceuticals, Molecular Technology, and New England Media Group. The subjects ranged from performance management, organizational change, entrepreneurial leadership, cross-functional teamwork, and women's leadership.

Her international work includes seminars and speeches for St. Gobain, Invest Northern Ireland, Chalmers Institute of Technology and the University of Gothenburg, Petroleos de Venezuela, Siemens, the Royal Bank of Canada, and Bell Northern. Dr. Donnellon's areas of expertise include: leadership and influence, negotiation and conflict management, teamwork, and organizational change. Current research projects focus on influence in global organizations and women's networks. Previous to joining the Babson faculty, Dr. Donnellon taught at Harvard Business School for six years, and the University of Colorado. She earned her B.A. at the University of Cincinnati, her M.A. at Columbia University, and her Ph.D. at Pennsylvania State University.



Melissa Manwaring is a lecturer at Babson College, where she has taught negotiation in the graduate program since 2002 and co-developed (with Professors Donnellon and Landry) the inaugural Fast Track negotiation course in 2008. She has also taught graduate-level negotiation courses in the management division at Harvard Extension School and in the school of health studies at Simmons College, and has assistant taught the negotiation workshop at Harvard Law School. Melissa has published a number of negotiation-related articles and book chapters and serves on the editorial board of *Negotiation Journal*.

From 2001-2009, Melissa served as the Director of Curriculum Development at the Program on Negotiation at Harvard Law School (PON), where she developed negotiation-related teaching materials, consulted with



educators on curriculum design, and co-founded an international, inter-disciplinary negotiation pedagogy initiative. Melissa originally studied negotiation theory at Harvard Law School with Getting to YES co-authors Roger Fisher and Bruce Patton and was trained as a mediator through the Harvard Mediation Program. She has mediated dozens of state court cases and online commercial disputes.

Prior to joining PON, Melissa practiced law at private firms in San Francisco and Silicon Valley, focusing on commercial litigation, intellectual property counseling, and dispute resolution. As an independent negotiation trainer and consultant, Melissa has taught negotiation theory and skills to thousands of students and clients from around the world. Her clients have ranged from corporations such as Fidelity Investments, General Electric, the International Finance Corporation, and the Bank of Norway, to nonprofit organizations such as the Red Cross and the Center for Mediation & Law (Moscow), to educational institutions such as Harvard University, Tecnológico de Monterrey (Mexico), Boston College, University of Texas at Austin, Massachusetts Continuing Legal Education, and numerous public school districts.

Melissa holds a J.D. from Harvard Law School, an M.Ed. from the Harvard Graduate School of Education, and a B.A. from the University of Illinois.



Julio O. DeCastro, Lecturer in Entrepreneurship, has been named the Lewis Family Distinguished Professor at Babson. Previously, he was associate dean of research and professor of strategy and entrepreneurship management at Instituto de Empresa, in Madrid, Spain, and associate professor of organizational management at the University of Colorado at Boulder.

De Castro teaches in the areas of strategy and entrepreneurship. His research examines entrepreneurial and cross-cultural aspects of firm management and strategy; in particular, he examines the characteristics of the process of entrepreneurship, entrepreneurial failure and exits, the nature of entrepreneurship among women and Hispanics, and the nature of the entrepreneurial process in micro-enterprises. Additionally, his research focuses on the process of privatization of state-owned enterprises, and the nature of the process of technology transfer and its effects on new venture creation from the perspective of the firm and its strategy, with a particular interest in less developed and former Communist countries.

De Castro has consulted for a number of firms, both domestically and internationally, and his work has been published in such journals as the *Academy of Management Journal*, *Journal of Business Research*, *Journal of Management Studies*, *Journal of International Business Studies*, *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, and *Journal of High Technology management Research*, among others.

He has served on the board of governors of the Academy of Management, is the president of the Iberoamerican Academy of Management, has served on the Academy of Management Journal's editorial board, is associate editor of *The Journal of Small Business Management*, and serves on the editorial boards of *The Journal of Management Studies*, *Revista de Empresa*, *Management Research*, *The Journal of High Technology Management Research*, *Journal of World Business*, and *Entrepreneurship*. He holds a Ph.D. in Business Administration from the University of South Carolina.

