

## **RICHARD P. RUMELT**

### Work:

The Anderson School at UCLA  
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Born November 10, 1942, Washington D.C., USA

### **EDUCATION**

B.S. 1963 University of California, Berkeley, Electrical Engineering  
M.S. 1965 University of California, Berkeley, Electrical Engineering  
D.B.A. 1972 Harvard Business School, Business Policy

### **EMPLOYMENT HISTORY**

Jet Propulsion Laboratory, Pasadena CA, 6/63—8/65  
Iran Center for Management Studies, 1/72—8/74  
Harvard Business School, 9/74—6/76  
UCLA Graduate School of Management, 7/76—  
INSEAD, France [position held while on long-term leave from UCLA] 4/93—3/96

### **AWARDS/HONORS**

Richard D. Irwin Prize, Best Dissertation at Harvard Business School, 1973  
Robbins Teaching Award, UCLA, 1980  
Received Harry and Elsa Kunin Chair in Business and Society, UCLA, 1993  
Received the Shell Chair in Human Resources and Organisation Development, INSEAD, 1995  
Best Paper Award, Strategic Management Society, 1998

### **TEACHING EXPERIENCE**

Courses in business policy, competitive strategy, general management, technology strategy, industry analysis, industrial organization economics, management of diversification, and statistics; doctoral seminars in policy and organizational theory, economic analysis of business practice; numerous executive MBA and executive education sessions. Faculty co-coordinator for the Strategic Leadership Institute. Doctoral Committee Chair for Kathleen Conner (1986), Julia Liebeskind (1990), Jennifer Bethel (1990), Robert Piret (1996), Carl Voigt (1996), Ann Marie Knott (1994), David Hoops (1995), and Belen Villalonga (2001).

### **PROFESSIONAL ACTIVITY**

Board Member, Strategic Management Society 1991-2000  
President Strategic Management Society 1994-1996  
Academic Board, Russian Management Journal, St. Petersburg State University, 2002-  
Editorial Board of the Strategic Management Journal, 1979-2001  
Editorial Board of the Journal of Business Strategy, 1979-1987

Editorial Board of the California Management Review, 1986-  
Associate Editor of Industrial and Corporate Change 1993-  
Occasional reviewer for Administrative Science Quarterly, Management Science, American Economic Review, and the Academy of Management Journal.  
Conference Organizer (with Dan Schendel and David Teece) of *Fundamental Issues in Strategic Management*, Napa, California, December, 1991.

### **ADMINISTRATIVE ASSIGNMENTS**

Anderson School MBA Improvement Committee, 1996-8  
Research Director, Anderson Corporate Renewal Study Center, 1996-7  
Director, INSEAD Corporate Renewal Initiative (CORE) 1994-96  
INSEAD R&D Committee 1993-95  
INSEAD Evaluation Committee 1994-95  
INSEAD Ph.D. Committee 1993-94  
Board member, Management Education Associates, UCLA, 1988-1992  
Area Chair, Policy & Organization, UCLA, 1982, 1988  
Area Co-Chair, Policy, 1998-  
Deans Council on IT, 2001  
Chancellor's Committee on IT & Society, 2001  
MBA Curriculum Committee 2001-2002  
Anderson School Web Council 2002-

### **CONSULTANCY**

Consultant on competitive strategy, business policy, and organizational structure to numerous firms. Clients include Continental Airlines, Dart & Kraft, Republic Hogg Robinson (London), Philips Gloeilampenfabrieken (Netherlands), Shell International (London), AT&T, Ashton-Tate, The Samuel Goldwyn Company, Philadelphia Savings Fund Society, FMC Corporation, Republic-Hogg Robinson, GenCorp, Trust Company Bank, Mobil, Mercantile National Bank, Hewlett Packard, Bossard (Paris), Hughes Aircraft Company, The Bank of Beverly Hills, Knapp Communications, Anderson Consulting, The Lombard Group (UK), IBM (Europe & US), Ford (Europe), PriceWaterhouseCoopers, Novo Nordisk (Denmark), British Aerospace, Aerospatial, McKinsey & Company, Law and Economics Consulting Group, U.S. West, Jacob s Engineering, SkyGeo (Italy), Sony, and Amgen. Telecom Italia Strategy Fellow 1998-2000. Has also served as an expert witness in cases related to anti-trust, managerial practices, business contracting, the reasons for S&L failures, and e-commerce.

### **BOOKS AND COLLECTIONS**

Rumelt, Richard P. *Strategy, Structure, and Economic Performance*. Boston: Harvard University Press, 1974.  
Japanese translation by Charles E. Tuttle Co. (Tokyo), 1977.  
Harvard Business School Classics edition (with a new preface), Harvard Business School Press, 1986.

Rumelt, Richard P., Schendel, Dan, and Teece, David, eds. *Fundamental Research Issues in Strategy and Economics*. 12 (1991) [A Special Issue of the Strategic Management Journal].

Rumelt, Richard P., Schendel, Dan, and Teece, David, eds. *Fundamental Issues in Strategy*. Boston: Harvard Business School Press, 1994.

## ARTICLES AND PAPERS

Rumelt, Richard P., "Evaluating Competitive Strategies," in Schendel, Dan E. and Charles Hofer (eds.), *Strategic Management: A New View of Business Policy and Planning*. Boston: Little, Brown, and Co., 1979.

Rumelt, Richard P., "The Evaluation of Business Strategy," in Glueck, W. F., *Business Policy and Strategic Management*. 3rd edition. New York: McGraw-Hill, 1980. Reprinted in Quinn, James B.; Mintzberg, Henry; and Robert M. James, *The Strategy Process*, Englewood Cliffs, N.J.: Prentice-Hall, 1988.

Rumelt, Richard P. and Robin Wensley, "In Search of the Market Share Effect." Proceedings of the Academy of Management, August 1981, p. 1-5.

Rumelt, Richard P., "Diversity and Profitability." *Strategic Management Journal* 3 (1982): 359-369.

Lippman, Steven A. and Richard P. Rumelt, "Uncertain Imitability: an Analysis of Interfirm Differences in Efficiency Under Competition." *Bell Journal of Economics*. 13 (1982): 418-438.

Rumelt, Richard P., "Towards a Strategic Theory of the Firm," in Robert Lamb (ed.) *Competitive Strategic Management*. Englewood Cliffs, N.J.: Prentice-Hall, 1984, 556-70. Reprinted in Foss, Nicolai J., *Resources Firms and Strategies: A Reader in the Resource-Based Perspective*. Oxford University Press, 1997. pp. 131-145.

Rumelt, Richard P., "Theory, Strategy, and Entrepreneurship," in David Teece (ed.) *The Competitive Challenge: Strategies for Industrial Innovation and Renewal*. Cambridge, Mass.: Ballinger, 1987, 137-158.

Liebeskind, Julia, and Richard P. Rumelt, "Markets for Experience Goods with Performance Uncertainty," *Rand Journal of Economics*, 20 (1989): 601-621.

Rumelt, Richard P., "How Much Does Industry Matter?", *Strategic Management Journal*, 12 (1991): 167-185.

Conner, Kathleen R., and Richard P. Rumelt, "Software Piracy: A Strategic Analysis of Protection," *Management Science*, 37 (1991): 125-139.

Lippman, Steven A., McCardle, Kevin F., and Richard P. Rumelt, "Heterogeneity Under Competition," *Economic Inquiry* 29 (1991): 774-782.

Lippman, Steven A. and Rumelt, R.P., "Demand Uncertainty, Capital Specificity, and Industry Evolution," *Industrial and Corporate Change* 1,1 (1992): 235-262.

Rumelt, Richard P., Schendel, Dan, and Teece, David, "Strategic Management and Economics." In *Strategic Management Journal [Special Issue]* 12 (1991): 5-29.

Postrel, Steven, and Richard P. Rumelt. "Incentives, Routines, and Self-Command." *Industrial and Corporate Change* 1,3 (1992): 397-425.

Teece, David J.; Rumelt, Richard. P.; Winter, Sidney; and Giovanni Dosi, "Understanding Corporate Coherence: Theory and Evidence." *Journal of Economic Behavior and Organization*, January, 1994.

Rumelt, Richard P. Invited Forward to *Strategic Thinking—Competence Based Competition*, Hamel, Gary and Hene, A., eds. Sussex, England: John Wiley & Sons, 1994, pp. xv-xix.

Rumelt, Richard P. "Commentaire sur L'Ouvrage (Competing for the Future)," *Manageris*, 22 (Decembre, 1994): 10.

Rumelt, Richard P. "Inertia and Transformation," in Montgomery, Cynthia A., ed., *Resources in an Evolutionary Perspective: Towards a Synthesis of Evolutionary and Resource-Based Approaches to Strategy*, Norwell, Mass.: Kluwer Academic Publishers, 1995, pp. 101-132.

Rumelt, Richard P., "The Many Faces of Honda," *California Management Review*, **38**, (1996): 103-111.

Rumelt, Richard P., "Comment on 'Forecasting: Its Role and Value for Planning and Strategy'," *International Journal of Forecasting*, 12 (1996), 551-552.

Lippman, Steven A. and Rumelt, Richard P., "The Payments Perspective," *Strategic Management Journal*, **24** (2003): 903-927.

Lippman, Steven A. and Rumelt, Richard P., "The Bargaining Perspective," *Strategic Management Journal*, 24 (2003); 1069-86.

## **CASES**

Rumelt, R.P., "VisiCorp 1978-1984," Graduate School of Management, UCLA, OSS-85-1, 1985.

Rumelt, R.P., "The Microsoft Industry in 1984," Graduate School of Management, UCLA, OSS-85-2, 1985.

Rumelt, R.P., "RJR Nabisco," The Anderson School at UCLA, 1991.

Rumelt, R.P., "The Last Mile," The Anderson School at UCLA, 2000.

Rumelt, R.P. and D. Kirsch, "Starbucks", The Anderson School at UCLA, 2001

Rumelt, R.P., "The Last Mile 2002," The Anderson School at UCLA, 2002.

Rumelt, R.P., "Global Crossing (A) and (B)", The Anderson School at UCLA, 2002.

Rumelt, R.P., "Gordon Moore's Law," The Anderson School at UCLA, POL-2003-3, 2003.

Rumelt, R.P., "Semiconductor Technology," The Anderson School at UCLA, 2003.

Rumelt, R.P., "The Integrated Circuit Industry in 2003," The Anderson School at UCLA, POL-2003-10, 2003.

Rumelt, R.P., "Microchipper's 130 Nanometer Decision," The Anderson School at UCLA, 2003.

## **NOTES**

Rumelt, R.P., "Note on Strategic Cost Dynamics," Anderson Graduate School of Management, UCLA, 2001.

Rumelt, R.P., "Numbers 101: Margins, Markups & Breakevens," Anderson Graduate School of Management, UCLA, 2000.

Rumelt, R.P., "Numbers 101: Units and Units Conversion," Anderson Graduate School of Management, UCLA, 2000.

Rumelt, R.P., "Numbers 101: Growth and Interest Rates," Anderson Graduate School of Management, UCLA, 2001.

Rumelt, R.P., "Numbers 101: Cost Value and Time," Anderson Graduate School of Management, UCLA, 2000.

Rumelt, R.P., "Numbers 101: Depreciation, Investment & Taxes," Anderson Graduate School of Management, UCLA, 2000.

Rumelt, R.P., "Numbers 101: Bargaining and BATNA," Anderson Graduate School of Management, UCLA, 2000.

Rumelt, R.P., "Numbers 101: Diffusion of Innovation," Anderson Graduate School of Management, UCLA, 2002.

Rumelt, R.P., "Numbers 101: Restructuring Financial Statements," Anderson Graduate School of Management, UCLA, 2002.

Rumelt, R.P., "Numbers 101: Valuation Models," Anderson Graduate School of Management, UCLA, 2002.

## **WORKING PAPERS**

Rumelt, Richard P., "Strategy-Structure Data Base," UCLA, 1989.

Rumelt, Richard P., and Robin Wensley, "Estimating the Importance of Stochastic and Market Power Components of the Market Share Effect," UCLA, 1985.

Rumelt, Richard P. and John Stopford, "Managerial Logics," INSEAD/LBS, March, 1996.

Rumelt, Richard P., "What's Wrong with R2?", April 2001.

Lippman, Steven A. and Richard P. Rumelt, "Virtual Competition," UCLA Working Paper, 2003.

Rumelt, Richard P. "What in the World is Competitive Advantage?", UCLA Working Paper, 2003.