**Sara L. Beckman**

Haas School of Business

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| **Education** | Stanford University, Doctor of Philosophy, Department of Industrial Engineering and Engineering Management, December 1986. |
|  | Topic: "Manufacturing Flexibility and Organizational Structure"Committee: James V. Jucker, Robert I. Sutton, Warren H. HausmanA model of the achievement of flexibility by a manufacturing organization with empirical data from Hewlett-Packard’s manufacturing sites. |
|  | Stanford University, Master of Science, Statistics, June 1985. |
|  | Stanford University, Master of Science, Industrial Engineering and Engineering Management, June 1978. |
|  | Stanford University, Bachelor of Science with Distinction, Industrial Engineering, June 1978. |
| **Academic Honors** | Phi Beta Kappa, 1977.Tau Beta Pi, 1977. |
| **Research and Teaching Experience** | University of California Berkeley September 1988 to present*Senior Lecturer with Security of Employment, July 2002 to present**Co-Chair, Innovation and Design Group, Haas School of Business,July 2013 – December 2016**Chief Learning Officer, Jacobs Instititute of Design and Innovation, July 2013 – December 2014**Co-Director, Management of Technology Program, July 2009 to December 2011**Lecturer with Security of Employment, July 1994 to July 2002**Co-Director, Management of Technology Program, July 1991 to July 1997**Assistant Professor, Management Science,**July 1988 to July 1994*Teaching highlights:* Developed new course on Leveraging Technology to Redesign Systems (2018)
* Developed new course on Creativity & Leadership (2017)
* Created Certificate in Design and Innovation (2016)
* Launched BigIdeas course jointly with Art Practice and Theater and Dance Peformance Studies, Collaborative Innovation (2016)
* Created new course on Reimagining Slums (2016)
* Developed new course on Design and Innovation for Jacobs Institute (2015)
* Created Minor in Design and Innovation (2013)
* Developed new course on Problem Finding, Problem Solving (2010)
* Prototyped new course on Design and Systems Thinking for MBAs (2009)
* Launched course on “design thinking” (2006)
* UC Berkeley Campus-Wide Distinguished Teaching Award (2001)
* Launched cross-discplinary course on managing the new product development process (1996)
* Launched course on design as a strategic business issue (1990)

Awards:* Carol D. Soc Award for Distinguished Graduate Student Mentoring as a Senior Faculty Member (2018)
* Earl F. Cheit Award for Excellence in Teaching, MBA Program (2003)
* Earl F. Cheit Award for Excellence in Teaching, MBA Program (1992)
* Earl F. Cheit Award for Excellence in Teaching, MBA Program (1990)
* Earl F. Cheit Award for Excellence in Teaching, Evening MBA Program (1990)
 |
|  | Sloan School of Management, Massachusetts Institute of Technology1994, 1999, and ongoing thesis supervision through 2013*Leaders for Manufacturing Masters Thesis Advisor, 1999 to 2013**Visiting Senior Lecturer, Spring 1999**Visiting Assistant Professor, Operations Management, Spring 1994*Teaching introductory operations management and operations strategy courses to MBA and Leaders for Manufacturing students. Thesis supervisor for field research on operations and product development issues. |
|  | Department of Industrial Engineering and Engineering Management, Stanford UniversitySeptember 1977 to September 1985*Research Assistant, January 1985 to September 1985**Teaching Assistant, September 1984 to April 1985, January 1984 to June 1984, September 1977 to June 1978**Teaching Fellow, September 1978 to June 1980*Collecting and analyzing data for research on the characteristics of the learning curve in aerospace companies. Undergraduate advising; teaching and grading in courses on computer utilization, problem solving, organizational behavior, financial decision-making, industrial marketing and manufacturing strategy. Instructed a required course on "Utilization of Computers." |
|  |  |
| **Professional Experience** | **Hewlett-Packard Company**, November 1991 to January 1993.Organizational Learning Champion, Software Reuse Department, HP Labs.Assisted HPLabs in organizational transformation project. Conducted research on product definition and new product development activities in software development organizations. |
|  | Hewlett-Packard Company, November 1989 to November 1991.Director, Product Generation Change Management Team.Managed internal consulting services in organizational design, manufacturing education and training and strategic planning and modeling along with company-wide environmental, health and safety function. |
|  | Hewlett-Packard Company, February 1989 to November 1989.Manager, Surface Mount Technology Program.Managed rollout of centrally developed standard surface mount assembly processes to HP sites worldwide. Controlled capacity and site location, parts standardization programs. |
|  | Hewlett-Packard Company, February 1986 to February 1989.Program Manager, Corporate ManufacturingDeveloped long-term manufacturing strategy on a corporate-wide basis. Focus on plant location issues, including international. Prepared a process costing model to evolve into a process cost accounting system. |
|  | Hewlett-Packard Company, June 1985 to February 1986.Strategic Planner, Data Systems Division.Strategy development and competitive analysis for computer business. |
|  | Management Consultant, Self-employed, January 1984 to August 1984, January 1985 to June 1985.Long-range manufacturing planning, business divestment planning, manufacturing systems acquisition and implementation. |
|  | **Booz, Allen & Hamilton, Inc.,** August 1980 to December 1983.Management consulting in the Operations Management Services practice. |
| **Refereed Publications** | “Design Roadmapping in an Uncertain World: Implementing a Customer Experience-Focused Strategy”, (with Euiyoung Kim and Alice Agogino), *California Management Review*, forthcoming. |
|  | “From Fear to Surprise: Student Reactions when Implementing Design Methods in a Work Environment”, (with Rachel Dzombak), International Design Conference – Design 2018, Dubrovnik-Croatia, May 21-24, 2018. |
|  | “Business Models and Organizational Strategies” (with Omar Romero-Hernandez, David Hirsch, Sergio Romero), in Energy Efficient Manufacturing with Applications (editors John W. Sutherland, David A. Dornfeld and Barbara S. Linke), forthcoming in February 2018 |
|  | “What Green Design Activities and Mindsets Drive Innovation and Sustainability in Student Teams?”, (with Jeremy Faludi, Alice Agogino and Alastair Iles), Proceedings of the 21st International Conference on Engineering Design, ICED, August 21-25, Vancouver, Canada (2017). |
|  | “Design Practitioners’ Perspectives on Methods for Ideation and Prototyping”, (with   A. Agogino, C. Castaños, J. Kramer, C.Roschuni, M. Yang), International Journal of Engineering Education, **32** (3B), pp. 1428-1437, 2016 |
|  | “[What Alumni Value from New Product Development Education: A Longitudinal Study](http://advances.asee.org/?publication=what-alumni-value-from-new-product-development-education-a-longitudinal-study),” (with Cobb, C.L. J. Hey, A. Agogino and S.-Y. Kim), Advances in Engineering Education, special issue on Innovation and Entrepreneurship, ASEE, **5** (1), pp. 1-37, 2016. |
|  | “[Design Roadmapping: A Framework and Case Study of Planning Development of High-Tech Products in Silicon Valley](https://mechanicaldesign.asmedigitalcollection.asme.org/mobile/article.aspx?articleid=2537150)”, (with E. Kim, Jaewoo Chung, A. Agogino), Proceedings of the ASME 2016 International Design Engineering Technical Conferences and Computers and Information in Engineering Conference Design Theory and Methods, American Society of Mechanical Engineers, August 21-24, Charlotte, NC, USA (2016). Won DTM Best Paper Award. Also published in the Journal of Mechanical Design. |
|  | Kim, Euiyoung, Jaewoo Chung, Sara Beckman and Alice Agogino, “Design Roadmapping: A Framework and Case Study on Planning Development of High-tech Products in Silicon Valley, ASME Special Issue on Design Theory and Methodology, Summer 2016 |
|  | [Measuring](http://highered.ssrc.org/wp-content/uploads/MCL-in-Business.pdf) College Learning in Business, (with J. Nesteruk), in Improving Quality in Americvan Higher Education: Learning Outcomes and Assessments for the 21st Century, eds., Richard Arum, Josipa Roksa, Amanda Cook, Jossey-Bass, 2016. |
|  | C.L. Cobb, J. Hey, A.M. Agogino, S.L. Beckman, and S. Kim, “[What Alumni Value from New Product Development Education: A Longitudinal Study](http://advances.asee.org/?publication=what-alumni-value-from-new-product-development-education-a-longitudinal-study),” *Advances in Engineering Education*, Vol. 5, Issue 1, pp. 1-37, 2016. |
|  | Agogino, Alice M., Sara L. Beckman, Carmen Castanos, Julia Kramer, Celeste Roschuni, Maria Yang, “Design Practitioners’ Perspectives on Methods for Ideation and Prototyping”, Mudd Design Workshop, pp. 117 – 131, May 2015. |
|  | Lau, Kimberly, Alice M. Agogino, Sara L. Beckman, “Global Characterizations of Learning Styles among Students and Professionals”, ASEE International Forum, June 22, 2013 |
|  | Roschuni, Celeste, Alice M. Agogino, Sara L. Beckman, “The DesignExchange: Supporting the Design Community of Practice”, International Conference on Engineering Design, ICED11, August 15-18, 2011, Technical University of Denmark |
|  | Lau, Kimberly, Sara L. Beckman and Alice M. Agogino, “Diversity in Design Teams: An Investigation of Learning Styles and their Impact on Team Performance and Innovation”, International Journal of Engineering Education, Vol. 28, No. 2, pp. 293-301, 2012 |
|  | Beckman, Sara L. and Michael Barry, “Teaching Students Problem Framing Skills with a Storytelling Metaphor”, *International Journal of Engineering Education*, Vol. 28, No. 2, February 2012. |
|  | Beckman, Sara L. and Michael Barry, “Design and Innovation through Storytelling,” *Journal of Innovation Science*, Vol. 1, No. 4, pp. 151-160, December 2009 |
|  | Roschuni, Celeste, Lora Oehlberg, Alice Agogino and Sara Beckman, “Relationship Conflict and Feeling Communications in Design Teams”, *Proceedings of the ASME 2009 International Design Engineering Technical Conferences & Computers and Information in Engineering Conference*, IDETC/CIE 2009, August 30 – September 2, 2009, San Diego, CA U.S.A., DETC2009-87626  |
|  | Oehlberg, Lora, Alice Agogino and Sara Beckman, “Framing Sustainability in Human-centered Product Design,” *Proceedings of the ASME 2009 International Design Engineering Technical Conferences & Computers and Information in Engineering Conference*, IDETC/CIE 2009, August 30 – September 2, 2009, San Diego, CA U.S.A. |
|  | Gil, Nuno and Sara Beckman, “Infrastructure Meets Business: Building New Bridges, Mending Old Ones,” *California Management Review*, Vol. 51, No. 2, pp., 6 – 29, Winter 2009 |
|  | Beckman, Sara L. and Michael Barry, “Defining Brand and User Experience through Storytelling,” *The Handbook of Technology Management*, 3 Volume Set, Hossein Bidgoli, Editor-in-Chief, Copyright © John Wiley & Sons, Inc., 2009, Hoboken, N.J, 07030 |
|  | Beckman Sara L. and Peter Lawrence, “Designing Workplaces to Support Creativity and Innovation,” *The Handbook of Technology Management*, 3 Volume Set, Hossein Bidgoli, Editor-in-Chief, Copyright © John Wiley & Sons, Inc., 2009, Hoboken, N.J, 07030 |
|  | Beckman, Sara L. and Nathan Shedroff, “Designing Sustainable Solutions: Frameworks and Tools for Considering Sustainability Issues in New Product Development,” *The Handbook of Technology Management*, 3 Volume Set, Hossein Bidgoli, Editor-in-Chief, Copyright © John Wiley & Sons, Inc., 2009, Hoboken, N.J, 07030 |
|  | Gil, Nuno, Beckman, S, and Tommelein, I. "[Upstream Problem-solving under Uncertainty and Ambiguity: Evidence from Airport Expansion Projects](http://ieeexplore.ieee.org/xpls/abs_all.jsp?arnumber=4534701)”, *IEEE Transactions on Engineering Management* 55 (2008): 508-522.  |
|  | Cobb, Corie L., Agogino, Alice M., Beckman, Sara L., Speer, Leslie, "[Enabling and Characterizing Twenty-First Century Skills in New Product Development Teams](http://scholar.google.com/scholar?start=30&q=sara+beckman&hl=en&as_sdt=2000)," International Journal of Engineering Education, 24(2): 420-433, March 2008. |
|  | Agogino, A.M., S.L. Beckman, V. Borja, M. Lopez, N. Shedroff and A.C. Ramirez, [“Teaching Multinational, Multidisciplinary Sustainable Product Development,”](http://scholar.google.com/scholar?start=30&q=sara+beckman&hl=en&as_sdt=2000) *Proceedings of the ASME 2008 International Design Engineering Technical Conferences & Computers and Information in Engineering Conference*, IDETC/CIE 2008, August 3-6, 2008, Brooklyn, New York, U.S.A |
|  | Nuno Gil, Sara Beckman and Iris Tommelein, Problem-Solving Base Building Under Uncertainty and Ambiguity: Multiple-Case Study on an Airport Expansion Programme, ASCE Manuscript Number: CO/2006/023664, 2008 |
|  | Beckman, Sara L. and Donald B. Rosenfield, Operations Strategy: Competing in the 21st Century, McGraw-Hill Irwin, New York: New York, 2008. |
|  | Hey, J. H. G., Joyce, C. K., Beckman, S. L., “[Framing innovation: negotiating shared frames during early design phases](http://inderscience.metapress.com/app/home/contribution.asp?referrer=parent&backto=issue,4,12;journal,11,15;linkingpublicationresults,1:119815,1),” *Journal of Design Research*, JDR, Undersciences, Vol. 6. Nos. 1-2, pp. 79-99, 2007. ISSN 1748-3050. Special Issue on Fostering Creativity and Innovation during Early Informal Design Phases: Sociotechnical and psychology studies |
|  | Gil, N. and Beckman, S. (2007). ["Design Reuse and Buffers in High-tech Infrastructure Development: A Stakeholder Perspective,"](http://ieeexplore.ieee.org/xpls/abs_all.jsp?arnumber=4278001&tag=1) IEEE Transactions on Engineering Management, 54 (3) 484-497.  |
|  | Beckman, S.L. and M. Barry, “Innovation as a Learning Process: Embedding Design Thinking,” *California Management Review*, Fall 2007, Volume 50, Number 1. Winner of the Accenture Paper of the Year Award. |
|  | Gil, N., Beckman, S., and Tommelein, I. (2007). “Operationalizing the Open Building Approach in the Management of Large-scale Engineering Projects.” Chapter in Open Building Manufacturing: Core Concepts and Industrial Requirements, ManuBuild. Kazi, A.S., Hannus, M., Boudjabeur, S., and Malone, A. (Eds.) ISBN: 978-951-38-6352-4 (Print); ISBN: 978-951-38-6353-1 (Electronic). |
|  | C.L. Cobb, A.M. Agogino, S.L. Beckman, L. Speer, "Enabling and Characterizing Twenty-First Century Skills in New Product Development Teams," Design and Engineering Education in a Flat World, *Proceedings of the 2007 Mudd Design Workshop VI*, (23 – 25 May 2007), CD-ROM ISBN# 978-0-9677049-5-1. |
|  | C.L. Cobb, A.M. Agogino, and S.L. Beckman, "A Longitudinal Study of Learning Outcomes in New Product Development," *Proceedings of 2007 ASME International Design Engineering Technical Conferences & the Computers and Information in Engineering Conference*, #DETC2007-34456, CD-ROM ISBN: 0-7918-3806-4. |
|  | Hey, J, Van Pelt, A, Agogino, A, Beckman, S., “[Self-Reflection: Lessons Learned in a New Product Development Class](http://scitation.aip.org/getabs/servlet/GetabsServlet?prog=normal&id=JMDEDB000129000007000668000001&idtype=cvips&gifs=Yes),” *Journal of Mechanical Design*, Vol. 129. No. 7, pp. 668-676, July 2007. |
|  | Chan, Jeffrey K., Sara L. Beckman and Peter G. Lawrence, “Workplace Design: A New Management Imperative,” *California Management Review*, Vol. 49, No. 2, Winter 2007. |
|  | Beckman, S. and Leslie Speer, “Learning About Design: Lessons from Ten Years of New Product Development Class Projects,” In *2006 Eastman IDSA National Education Symposium Proceedings*, September 17-20,2006 - Austin, TX |
|  | Beckman, S. and K. K. Sinha, “[Conducting Academic Research with an Industry Focus: Production and Operations Management in the High Tech Industry](http://www.csom.umn.edu/Assets/45570.pdf)”, *Production and Operations Management Journal*, Vol. 14, No. 2, Summer 2005 |
|  | Gil, N., Tommelein, I.D., and Beckman, S. "[Postponing Design Processes in Unpredictable Environments.](http://www.springerlink.com/content/l7bjdd2ykf675fnd/)" *Research in Engineering Design Theory, Applications and Concurrent Engineering*, Volume 15, Number 3, 139-154, December 2004.  |
|  | Gil, N., Beckman S. "Stakeholders Interests and Project Management: ties to implementing design resuse and redundancy." *IEEE Transactions on Engineering Management* tbc (2005). |
|  | White, Charles D., Eric Masanet, Christine Meisner Rosen, Sara L. Beckman, “[Product Recovery with Some Byte: An Overview of Management Challenges and Environmental Consequences in Reverse Manufacturing for the Computer Industry](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6VFX-461XHTH-2&_user=4420&_coverDate=06%2F30%2F2003&_rdoc=1&_fmt=high&_orig=search&_origin=search&_sort=d&_docanchor=&view=c&_searchStrId=1549474601&_rerunOrigin=scholar.google&_acct=C000059607&_ver),” *Journal of Cleaner Production*, Volume 11, 2003. |
|  | Rosen, Christine Meisner, Sara L. Beckman and Janet Bercovitz, “[The Role of Voluntary Industry Standards in Environmental Supply Chain Management: An Institutional Economics Perspective](http://onlinelibrary.wiley.com/doi/10.1162/108819802766269557/abstract),” *Journal of Industrial Ecology*, Volume 6, Number 3-4, Summer - Fall 2002. |
|  | Rosen, Christine, Janet Bercovitz and Sara Beckman, “[Environmental Supply Chain Management in the Computer Industry: A Transaction Costs Economics Perspective](http://onlinelibrary.wiley.com/doi/10.1162/10881980052541963/abstract),” *Journal of Industrial Ecology*, Vol. 4, No. 4, 2001. |
|  | Beckman, Sara L., Christine Rosen and Janet Bercovitz, “[Environmentally Sound Supply Chain Management: Implementation in the Computer Industry](http://books.google.com/books?hl=en&lr=&id=e-R5VOiv1YwC&oi=fnd&pg=PA363&dq=sara+beckman&ots=XiFIrQz6hZ&sig=Ztg34WIskWzzeGgW9R9yTGMJM1w#v=onepage&q=sara%20beckman&f=false),” a chapter in Christian Madu (ed.), *Handbook of Environmentally Conscious Manufacturing*, (Kluwer Academic Publishers, Boston), 2000. |
|  | Beckman, Sara L., "[Evolution of Management Roles in a Networked Organization: An Insider's View of the Hewlett-Packard Company](http://books.google.com/books?hl=en&lr=&id=cv1XKR0eNDkC&oi=fnd&pg=PA155&dq=sara+beckman&ots=tp14xu7Toe&sig=xyy_I_EZPITACZNivgAMm5B0_a0#v=onepage&q=sara%20beckman&f=false)," *Broken Ladders: Managerial Careers in the New Economy*, ed. Paul Osterman, Oxford University Press, 1996. |
|  | Beckman, Sara L., “The Process of Managing Product Definitions in Software Product Development,” *Handbook of Technology Management,* 1996. |
|  | Beckman, Sara, Paul Worhach and Paul S. Sheng, “Environmentally-Conscious Supply Chain Management,” *IEEE Transactions*, 1995. |
|  | Beckman, Sara L., "Hewlett-Packard Company," in [*The Perpetual Enterprise Machine: High Performance Product Development in the 1990's*](http://books.google.com/books?hl=en&lr=&id=mvEtu3qMoPoC&oi=fnd&pg=PA3&dq=sara+beckman&ots=6KnmUrUcxh&sig=4FXnFAMLIvRV1lUzuEF-X0de9hQ#v=onepage&q=sara%20beckman&f=false), eds. H. Kent Bowen, Kim B. Clark, Charles A. Holloway, Steven C. Wheelwright, Oxford University Press, 1994. |
|  | Holloway, C., J. Solberg, H. Edmondson, S. Beckman., "Pushing the Performance Envelope," in [*The Perpetual Enterprise Machine: High Performance Product Development in the 1990s*](http://books.google.com/books?hl=en&lr=&id=mvEtu3qMoPoC&oi=fnd&pg=PA3&dq=sara+beckman&ots=6KnmUrUcxh&sig=4FXnFAMLIvRV1lUzuEF-X0de9hQ#v=onepage&q=sara%20beckman&f=false), eds. H. Kent Bowen, Kim B. Clark, Charles A. Holloway, Steven C. Wheelwright, Oxford University Press, 1994. |
|  | Bacon, Glenn, Sara Beckman, David Mowery and Edith Wilson, "Managing Product Definition in High-Technology Industries: A Pilot Study," *California Management Review*, Volume 36, Number 3, Spring 1994. |
|  | Argote, Linda, Sara L. Beckman and Dennis Epple, "[The Persistence and Transfer of Learning in Industrial Settings](http://www.jstor.org/stable/2661452)”, *Management Science*, Vol. 36, No, 2, February 1990. |
|  | Kropp, Dean H., Robert C. Carlson and Sara L. Beckman, “[A Note on Stopping Rules for Rolling Product Scheduling](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6VB7-45K6VKM-R&_user=4420&_coverDate=05%2F31%2F1983&_rdoc=1&_fmt=high&_orig=search&_origin=search&_sort=d&_docanchor=&view=c&_searchStrId=1549477014&_rerunOrigin=scholar.google&_acct=C000059607&_ver),” *Journal of Operations Management*, Volume 3, Issue 3, May 1983, Pages 113-119  |
|  | Carlson, Robert C., Sara L. Beckman and Dean Kropp, “[The Effectiveness of Extending the Horizon in Rolling Inventory Scheduling](http://onlinelibrary.wiley.com/doi/10.1111/j.1540-5915.1982.tb00136.x/pdf),” *Decision Sciences*, Vol. 13, pp 129-146, 1982 |
| **Non-refereed Publications** | Beckman, Sara and Michael Barry, “[Framing and Re-framing: Core Skills for a Problem-Filled World](http://www.educationpost.com.hk/resources/mba/150428-mba-study-tips-framing-and-re-framing-core-skills-for-a-problem-filled-world)”, Rotman Magazine, pp. 67 – 71, April 28, 2015 |
|  | Beckman, Sara L., Clark Kellogg, Helene Cahen, “Problem Finding, Problem Solving: Teaching MBA Students How to Think Like Designers”, Innovation, Winter 2010 |
|  | Beckman, Sara L., “[Welcoming the New, Improving the Old](http://www.nytimes.com/2009/09/06/business/06proto.html),” Prototype, *New York Times*, September 5, 2009 |
|  | Beckman, Sara L. and Caneel K. Joyce, “[Reflections on Teaching Design Thinking to MBA Students](http://globalforum.case.edu/2009/file/Beckman/Beckman%20Joyce.pdf),” *Business as an Agent of World Benefit Conference*, June 2‐5, 2009 |
|  | Beckman, Sara L., “Introduction to a Symposium on Organizational Design,” *California Management Review*, Fol. 51, No. 4, Summer 2009. |
|  | Beckman, Sara L. and Michael Barry, “[Developing Design Thinking Capabilities](http://www.stepinsidedesign.com/STEPMagazine/Article/28885/index.html),” *Step Inside Design: Design from the Inside Out*, July/August 2008 |
|  | Hirsch, Scott, Janice Fraser and Sara Beckman, “Leveraging Business Value: How ROI Changes User Experience,” Adaptive Path (http://adaptivepath.com/publications/reports/businessvalue/ap\_businessvalue\_summary.pdf), 2004. |
|  | Agogino, Alice, Sara L. Beckman, Jane Creech, S. Song, and Leslie Speer, ["Characterizing and Enhancing Team Performance in Cross-Functional Student Design Teams",](http://best.me.berkeley.edu/~aagogino/papers/NCIIA2004_abstract.pdf) extended abstract to the NCIIA 2004, National Collegiate Inventors and Innovators Alliance Conference. |
|  | Beckman, Sara L., “The Knowledge of Design,” foreword to *Design Does Matter*, Teknion, June 2001. |
|  | Beckman, Sara and Doug Braithwaite, "Creating the Perpetual Enterprise Machine: Learning from One Another About New Product Development," Target: Innovation at Work, The Periodical of the Association for Manufacturing Excellence, Vol. 10, No. 6, November/December 1994. |
|  | Beckman, Sara L., "Developing Strategy in a Manufacturing Business," *American Management Association Handbook*, Third Edition, ed. John J. Hampton, AMACOM, 1994. |
|  | Beckman, Sara L. and David Mowery, "[Getting the Right Products to Market: A Study of Product Definition in the Electronics Industry](http://onlinelibrary.wiley.com/doi/10.1111/j.1948-7169.1993.tb00138.x/abstract)," *Design Management Journal*, Spring 1993. |
|  | Beckman, Sara L., "How Much Flex Is There In Flexforce?," *Target: Innovation at Work, The Periodical of the Association for Manufacturing Excellence*, Vol. 7, No. 3, Special Issue, 1991. |
|  | Beckman, Sara L., William A. Boller, Stephen A. Hamilton and John W. Monroe, "Using Manufacturing as a Competitive Weapon: The Development of A Manufacturing Strategy," *Strategic Manufacturing: Dynamic New Directions for the 1990's*, ed. Patricia E. Moody, Dow Jones-Irwin, APICS Series in Production Management. |
|  | Beckman, Sara L., "Manufacturing Flexibility: The Next Source of Competitive Advantage," *Strategic Manufacturing: Dynamic New Directions for the 1990's*, ed. Patricia E. Moody, Dow Jones-Irwin, APICS Series in Production Management. |
|  | Beckman, Sara L. and Harold E. Edmondson, "Strategic Process Deployment: SMT at Hewlett-Packard," *Managing the SMT Challenge: Implementing Quality in Assembly*, ed. Charles-Henri Mangin, Springer-Verlag, 1990. |
| **Case Studies** | Salesforce Ignite: Design-Led Co-Innovation to Accelerate Enterprise Digital Transformation, Berkeley-Haas Case Series, forthcoming in 2018. Teaching Note for Salesforce Ignite: Design-Led Co-Innovation to Accelerate Enterprise Digital Transformation, Berkeley-Haas Case Series, forthcoming in 2018. |
|  | Sproutel: How Design Roadmapping Helped Improve Children’s Health & Guide a Growing Company (with Euiyoung Kim and Alice Agogino), Berkeley-Haas Case Series, forthcoming in 2018. Teaching Note for Sproutel: How Design Roadmapping Helped Improve Children’s Health & Guide a Growing Company (with Euiyoung Kim and Alice Agogino), Berkeley-Haas Case Series, forthcoming in 2018. |
|  | Rewarding Consumers for Recycling Packaging: Kimberly Clark Seeks Shared Value, (with S. Robinson and S. Pendleton-Knoll), Berkeley-Haas Case Series, January 1, 2017. |
|  | Teaching Note for Rewarding Consumers for Recycling Packaging: Kimberly Clark Seeks Shared Value, (with S. Robinson and S. Pendleton-Knoll), Berkeley-Haas Case Series, January 1, 2017. |
| **Invited Seminars and Colloquiums****(since 1994)** | Leidtka, Jeanne, Fraser, H., Shedroff, N. and Beckman, Sara, Finding the Right Side of the MBA Brain: Teaching Design Thinking, *Academy of Management Meeting*, Montreal, Canada, August 2011 (Won MED Best Symposium in Management Education and Development) |
|  | Gil, N., Tether, B., and Beckman, S. (2007) "Customer Involvement in the Infrastructure Development Process: How to make it Work?" *Presented at Euram, Paris* |
|  | Gil, N., Beckman, S., and Tommelein, I. (2007). "Upstream Problem-Solving under Uncertainty and Ambiguity: Evidence from Airport Expansion Projects," *Presented at Euram, Paris, Academy of Management, Philadelphia* |
|  | Gil, N. and Beckman, S. (2006). "Stakeholders Interests and Project Management: Ties to Design Reuse and Redundancy," EURAM, Oslo, Norway. |
|  | Gil, N. and Beckman, S. (2005). "Project Stakeholders Interests and Precautionism: The Ties to Paradoxical Management Practices," *Academy of Management Conference*, 5/8-10/8, Honolulu. |
|  | Gil, Nuno and Sara L. Beckman, "Project Stakeholders Interests and Precautionism: Ties to Paradoxical Management Practices", *2005 Academy of Management Meeting*, August 5-10, in Honolulu, Hawaii  |
|  | “Collaboration and Cross-Functional Learning,” *INFORMS*, Denver, Fall 2004 |
|  | Panelist, *Product Development Management Association*, Spring 2004 |
|  | Session Chair, “The New Challenges in Managing New Product Development: A High-Tech Industry Panel,” *INFORMS*, San Jose, Fall 2002 |
|  | Session Chair, “Exploring the Role of Design in New Product Development – What We Know and What We Don’t,” INFORMS, San Jose, Fall 2002  |
|  | White, Charles D., Sara L. Beckman and Christine Rosen, “A Description of Computer Demanufacturing:  New Challenges in Operations Management,” *Production and Operations Management Society*, Orlando Meeting, April 2001.  |
|  | Invited speaker, “What We Can Learn from Designers,” *Marketing Science Institute*, June 2000. |
|  | “Integrating Green Objectives in New Product Design,” *INFORMS*, October 1995. |
|  | “Integration of the Customer in the Software Product Definition Process,” *INFORMS*, October 1995 |
|  | “Management of Technology Programs -- Comparison and Future Trends,” Panel member representing Berkeley MOT Program, *INFORMS*, October 1995 |
|  | “Empirical Results from the Study of Product Definition in the Software Industry,” *INFORMS*, April 1995. |
|  | “Corporate Change and Competitiveness: The Hewlett-Packard Company”, *London School of Economics*, September 1995 |
|  | "The Keys to Successful Product Definition," Concurrent Engineering and Product Development: Best Practices -- Concept to Delivery, Eighth International Conference of *The Management Roundtable*, November 2-4, 1994, Orlando, Florida. (Invited speaker) |
|  | "Learning by Design or Design by Learning?," Raychem Key Expert Panel on Innovation, September 1994. |
|  | "Learning in the Packaged Software Product Development Process," Organizational Learning in the U.S. and Japan: Tapping the Power of Adaptive Change, The MIT Japan Program, April 1994. |
|  | "Organizational Issues in the Management of Technology," International Conference on Technology Management, Denver, Colorado, April 1994. |
|  | "Management of Product Definition in the Software Industry," ORSA/TIMS, April 1994. |
| **Memberships, Editorships and Board Participation** | California College of the Arts, MBA in Design, Advisory Board, 2013 – presentJacobs Insitute of Design Innovation, Faculty Advisory Committee, 2015 - presentDistinguished Fellow, The Idea Factory, 2003 - 2013Corporate Design Foundation, Board of Directors, 1999 - 2013 Director, Bulding Materials Holding Corporation, 2001 – 2009Guest Editor, *California Management Review*, 2008-2009Co-Editor, “Infrastructure Meets Business”, special issue of California Management Review, Vol. 51, No. 2, Winter 2009Co-Editor, “Workplace Design,” special issue of *California Management Review*, Vol. 49, No. 2, Winter 2007Co-Editor, “Operations in High Technology Industry,” special issue of *Production and Operations Management*, 2005POMS – General Chair, Annual Meeting, 2002Co-Editor, *California Management Review*, 2000-2001Co-Editor, “Breakthrough Product Development,” special issue of *Journal of Operations Management*, Vol. 17, Number 6, November 1999.POMS - VP, Finance, 1997 to 2001@Issue Journal Advisory Board, 1995 to presentManufacturing Studies Board, National Research Council, 1992 - 1994Leaders for Manufacturing, MIT, Operating Committee Member, 1988 - 1992 |