

ALFRED A. MARCUS

Edson Spencer Endowed Chair in Strategy and Technological Leadership
Strategic Management and Entrepreneurship Department Carlson School of Management (CSOM)
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Education

PH.D Harvard University, 1977
M.A. University of Chicago, 1973
B.A. University of Chicago, 1971
Hebrew University, junior year abroad

Academic and Professional Positions

2004 -ongoing Edson Spencer Endowed Chair in Strategy and Technological Leadership Carlson School
2006- ongoing Visiting Professor Technion, Industrial Engineering & Management, MBA Program
2007-2008 Co-Academic Director Center for Integrative Leadership
1995-2001 Strategic Management and Organization Department Chair
1992 Full Professor University of Minnesota
1992-95 Director, Strategic Management Research Center University of
Minnesota
1992-94 Visiting Professor, Norwegian School of Management
1991-92 Visiting Professor, MIT Sloan School of Management
1988 Visiting Professor, Institut D'Administration Des Enterprises,
1988 Associate Professor, University of Minnesota
1984 Assistant Professor, University of Minnesota
1979-84 Research Scientist, Battelle Human Affairs Research Centers, Seattle
1977-79 Assistant Professor of Business Administration, University of
Pittsburgh
1975-76 Research Consultant, National Academy of Sciences, Washington, D.C.

Research Awards

- Professor Marcus won the outstanding book award 2016 from the Academy of Management ONE division for the book *Innovations in Sustainability: Fuel and Food* Cambridge University Press, 2015.
- Best Paper of the year finalist “The Natural Environmental Strategies of International Firms: Old Controversies and New Evidence on Performance and Disclosure” with J. Alberto Aragon-Correa, A. Marcus, and N. Hurtado-Torres that appeared in the *Academy of Management Perspectives*, 2016.
- Best paper of the year finalist "Implementing Externally-Induced Innovations: A Comparison of Rule-Bound and Autonomous Approaches," *Academy of Management Journal*, 1988.

Teaching Awards

- Professor Marcus won the outstanding teacher of the year award at Technion in its MBA program in 2013.
- Professor Marcus won the outstanding teacher of the year award in the Carlson School part-time MBA program in 2005, the first year this award was given.

Contributions to the Discipline

- Professor Marcus was the chair of the Organizations and Natural Environment Interest Division of the Academy of Management in 2007.

- Professor Marcus has been the co-editor of special issues of
 - California Management Review, (2011) on regulatory uncertainty and the natural environment;
 - Academy of Management Learning & Education, (2010) on sustainability in management education, Academy of Management Journal. (1997) on business and the natural environment; and
 - Industrial and Environmental Crisis Quarterly (1995) on managing with danger.
- Professor Marcus is on the editorial review boards of Business and Society and Organization and the Environment
- Professor Marcus was on the editorial review board of the Academy of Management Journal

Media and University Awards

- Professor Marcus won the faculty media star award at the Carlson School in 2004, the first year this award was given.
- Professor Marcus was one of 8 University of Minnesota faculty featured in the university's "Driven to Discovery" national advertising campaign.

Current Teaching Assignments

- MBA The Energy Industry (elective) CSOM*
- MBA Business Strategy (core): CSOM*
- MBA Business Ethics (core): CSOM* and the Technion
- Masters of Technology (core): Strategic Management of Technology, Corporate Social Responsibility, & Macro-environment of the Firm: Technological Leadership Institute (TLI) part of the Engineering School at the University of Minnesota
- Masters of Security Technology: Vulnerability, Risk, and Threat Management: Technological Leadership Institute (TLI) part of the Engineering School at the University of Minnesota

*Courses listed with an asterisk are offered fully on-line as well as in the classroom

Consulting and other Contributions to the Community

- Professor Marcus has worked with many Twin Cities' and national companies including Northern States Power (now Xcel Energy), General Mills, Medtronic, 3M, Corning, and IBM.
- Professor Marcus was a founder and board member of Minnesota Environmental Initiative (MEI) and of Energy Alley, an offshoot of MEI, which is dedicated to advancing the interests of energy efficient and renewable energy businesses in Minnesota.

Publications

Books

Under Contract

A.Marcus Strategies for Booms and Busts. Managing Uncertainty in the Energy Industry: Cambridge University Press.

A.Marcus and T.Hargrave, Ethical Dilemmas in Business: Sage Press.

A.Marcus, Demographics and the Global Business Environment: Sage Press.

Published

A. Marcus and A.Cohen, Management Strategy: Sustaining Competitive Advantage, McGraw Hill/Irwin, 3rd edition 2016.

A. Marcus, The Future of Technology Management and the Business Environment" Lessons on Innovation, Disruption, and Strategy Pearson, 2016

- A. Marcus, Innovations in Sustainability: Fuel and Food Cambridge University Press, 2015.
- A. Marcus, P.Shrivastava, S.Sharma, & S. Pogutz (eds.), Cross-Sector Leadership for the Green Economy: Integrating Research and Practice on Sustainable Enterprise Palgrave MacMillan, 2011.
- A. Marcus, Management Strategy: Sustaining Competitive Advantage, McGraw Hill/Irwin, 2nd edition 2010.
- A.Marcus, Winning Moves: Cases in Strategic Management, Marsh Books, 2nd edition 2009.
- A. Marcus, Strategic Foresight: A New Look at Scenarios, Palgrave MacMillan, 2009.
- A.Marcus, Winning Moves: Cases in Strategic Management, Marsh Books, 2006.
- A.Marcus and S.Kaiser, Managing Beyond Compliance: The Ethical and Public Policy Dimensions of Business, Northcoast Publishers, 2006.
- A.Marcus, Big Winners and Big Losers: The Four Secrets of Long-Term Business Success and Failure, Wharton School Press, 2005.
- A. Marcus, Management Strategy: Sustaining Competitive Advantage, McGraw Hill/Irwin, 2005.
- A.Marcus, D.Geffen, K.Sexton, Reinventing Environmental Regulation: Lessons from Project XL, Resources for the Future/Johns Hopkins University Press, 2002.
- K.Sexton, A.Marcus, K.Easter, & T.Burkhardt (eds.), Better Environmental Decisions, Island Press, 1999.
- A.Marcus, Business and Society: Strategy, Ethics, and the Global Economy, Richard D. Irwin, 1996.
- A.Marcus, Business and Society: Ethics, Government, and the World Economy, Richard D.Irwin, Inc., 1993.
- A.Marcus, Controversial Issues in Energy Policy, Sage, 1992.
- J.Post, R.Buchholz, and A.Marcus, Managing Environmental Issues, Prentice-Hall, 1992.
- A.A. MarcusKaufman, and D.Beam (eds.), Business Strategy and Public Policy, Quorum, 1987.
- A.Marcus, The Adversary Economy, Quorum, 1984.
- A.Marcus, Promise and Performance: Choosing and Implementing an Environmental Policy, Greenwood-Praeger, 1980.

Articles

Conditionally Accepted

- A.Marcus and A.Ginsburg,, “Venture Capital’s Role in Creating a More Sustainable Society: The Effects of Clean Energy Exits on Venture Capital Investments,” Advances in Strategic Management, conditionally accepted.
- M.Islam, A.Fremeth, and A.Marcus, “Signaling by Early Stage Startups: US Government Research Grants and Venture Capital Funding,” Journal of Business Venturing, conditionally accepted.

Forthcoming

J. Alberto Aragon-Correa, A. Marcus,, J.Rivera, and A.Kenworthy, "Sustainability Management Teaching Resources and the Challenge of Balancing Planet, People, and Profits," Academy of Management Learning & Education, forthcoming

H.Rowhouser, M.Cummings, and A. Marcus, "'Sustainability Standards and Stakeholder Engagement: Lessons From Carbon Offset Markets" Organization & Environment, forthcoming

J. Malen and A. Marcus, "Environmental Externalities and Weak Appropriability: Influences on Firm Pollution Reduction Technology Development," Business & Society, forthcoming.

Published

A.Fremeth and A. Marcus, "Commentary: Disentangling the Politics of Climate Change," Academy of Management Discoveries, 2017.

J. Malen and A. Marcus, "Promoting Clean Energy Technology Entrepreneurship: The Role of External Context," Energy Policy, 2017.

A. Fremeth, and A.Marcus, "The Role of Governance Systems and Rules in Wind Energy Development: Evidence from Minnesota and Texas," Business and Politics, Oct. 2016.

J. Alberto Aragon-Correa, A. Marcus, and N. Hurtado-Torres, "The Natural Environmental Strategies of International Firms: Old Controversies and New Evidence on Performance and Disclosure," Academy of Management Perspectives, 30 (1) 2016.

A. Marcus and S.Cohen, "Public Policies in a Regulated Entrepreneurial Setting" Business and Politics, 2015.

A. Marcus, J. Malen, and S. Ellis, "The Promise and Pitfalls of Venture Capital as an Asset Class for Clean Energy Investment: Research Questions for Organization and Natural Environment Scholars" Organization & Environment 2013.

A. Marcus, J. Alberto Aragon-Correa, and J. Pinske, "Firms, Regulatory Uncertainty, and the Natural Environment" California Management Review 2011

A.Marcus, M. Islam, and J.Moloney, "Youth Bulges, Busts, and Doing Business in Violence-Prone Nations," Business and Politics 2009.

E. Naveh and A. Marcus. "Financial performance, ISO 9000 standard and safe driving practices effects on accident rate in the US motor carrier industry." Accident Analysis & Prevention 2007.

E. Naveh , O.Meilich, and A. Marcus, "The Effects of Administrative Innovation Implementation on Performance: An Organizational Learning Approach," Strategic Organization, 2006,

A. Marcus and M.Anderson "A General Dynamic Capability: Does it Propagate Business *and* Social Competencies in the Retail Food Industry," Journal of Management Studies, 2006.

W. McEvily and A.Marcus, "Embeddedness and the Acquisition of Competitive Capabilities," Strategic Management Journal, 2005.

E. Naveh and A. Marcus, "Achieving Competitive Advantage Through Implementing a Replicable Management Standard: Installing and Using ISO 9000," Journal of Operations Management, 2005.

M. Delmas and A. Marcus "Firm's Choice of Regulatory Instruments to Reduce Pollution: A Transaction Cost Approach," Business and Politics 2004.

E. Naveh and A. Marcus, "The Successful Implementation of a Managerial Practice: Assimilation and Going Beyond," IEEE Transactions on Engineering Management, 2004.

S. Majumdar & A. Marcus, "Rules Versus Discretion: The Productivity Consequences of Flexible Regulation," Academy of Management Journal, 2001.

M.Starik & A. Marcus, "New Research Directions in the Field of Management of Organizations in the Natural Environment," Academy of Management Journal, 2000.

A.Marcus & M.Nichols, "On the Edge: Heeding the Warning of Unusual Events," Organization Science, 1999.

K.Verma, B.Mitnick, & A.Marcus, "Making Incentive Systems Work: Incentive Regulation in the Nuclear Power Industry," Journal of Public Administration, 1999.

A.Marcus & D.Geffen, "The Dialectics of Competency Acquisition: Pollution Prevention in Electric Generation," Strategic Management Journal, 1998.

J.Maxwell, S.Rothenberg, F.Briscoe, & A.Marcus, "Green Schemes: Corporate Environmental Strategies and their Implementation," California Management Review, spring 1997.

A.Marcus & R. Goodman, "Rigor and Relevance in Strategic Management Research," Advances in Strategic Management, 1995.

A.Marcus, "Explaining the Renewed Competitiveness of the U.S. Economy," Business and the Contemporary World, 1994.

S. McEvily, K. Sutcliffe, and A. Marcus, "Explaining Preferences for Public Policy, Strategic and Contextual Determinants," Academy of Management Proceedings, 1994

A.Marcus, M. Nichols, & G. McAvoy, "Economic and Behavioral Perspectives on Safety," Research in Organizational Behavior, 1993.

S. Rothenberg, J.Maxwell, and A.Marcus, "Issues in the Implementation of Proactive Environmental Strategies," Business Strategy and the Environment, 1992/93.

I.Fox & A.Marcus, "The Causes and Consequences of Management Buyouts" Academy of Management Review, 1992.

A.Marcus & R.Goodman, "Victims and Shareholders" Academy of Management Journal, 1991.

A.Marcus, "EPA's Organizational Structure," Law and Contemporary Problems, 1991.

A.Kaufman, L.Zacharias, & A. Marcus, "United for Division: Collective Action Theory, Corporate Solidarity, and History," The Journal of Policy History, 1990.

P.Young, A.Marcus, R.Koot, & B.Mevorach, "Improved Business Planning" Journal of Forecasting, 1990.

A.Marcus & P.Bromiley, "The Market Deterrent to Dubious Behavior" Strategic Management Journal, 1989.

A.Kaufman, A.Marcus, & E.Englander, "Issues' Management: Theoretical Perspectives on the Structural Issue" Research in Corporate Social Performance and Policy, 1989.

A.Marcus & R.Goodman, "Corporate Adjustments to Catastrophe: A Study of Investor Reaction to Bhopal," Industrial Crisis Quarterly, 1989.

P.Bromiley, M.Govekar, & A.Marcus,"On Using Event Study Data in Strategic Management Research" Technovation, vol. 8; reprinted in Organizational Responses to New Business Conditions: An Empirical Perspective, edited by Richard M. Burton, John D. Forsyth, and Borge Obel, Amsterdam, Elsevier, 1989.

A.Marcus & P.Bromiley, "The Rationale for Regulation: Shareholder Losses Under Various Assumptions About Managerial Cognition," Journal of Law, Economics, and Organization, 1988.

A.Marcus, "Implementing Externally-Induced Innovations: A Comparison of Rule-Bound and Autonomous Approaches," Academy of Management Journal, 1988.

A.Marcus, "Responses to Externally-Induced Innovation: Their Effects on Organizational Performance," Strategic Management Journal, 1988.

A.Marcus, "Risk, Uncertainty, and Scientific Judgment," Minerva, 1988.

A.Marcus & M.Irion, "The Continued Growth of the Corporate Public Affairs Function," Academy of Management Executive, Summer, 1987; a slightly different version of this paper was published in Business Horizons, 1988.

A.Marcus & B.Mevorach, "Planning for the Political Cycle," Long-Range Planning, 1988.

A.Marcus, P.Bromiley, & R.Goodman, "Does the Stock Market Dependably Discourage Managers From Engaging in Actions That Lead to Corporate Crises?" Columbia Journal of World Business, 1987.

P.Bromiley & A.Marcus, "Deadlines, the Activation of Organizational Routines, and Change," Policy Sciences, 1987.

A.Marcus & R.Goodman,"Compliance and Performance: Toward a Contingency Theory," Research in Corporate Social Performance and Policy, 1987.

A.Marcus, "From Market Dominance to Credible Commitments: Shipper Strategies in a Deregulated Trucking Environment," Transportation Journal, 1987.

A.Marcus,"Responses to Regulation: Opportunism and Stonewalling," Long-Range Planning, 1987.

A.Marcus & A.Kaufman,"Why It Is Difficult to Implement Industrial Policies," California Management Review, Summer, 1986.

A.Marcus & R.Goodman, "Airline Deregulation: Factors Affecting the Choice of Firm Political Strategy," Policy Studies Journal, 1986.chosen as the outstanding article published in the Policy Studies Journal in 1986.

A.Marcus,"Airline Deregulation: Why the Supporters Lost Out," Long Range Planning, Fall, 1986.

A.Marcus,"Compensating "Victims for Harms Caused by Pollution and Other Hazardous Substances: A Comparison of American and Japanese Policies," Law and Policy, April, 1986.

A.Marcus,"A Comparison of Japanese and American Approaches to a Policy Problem," Public Policy Analysis and Management, 1986.

A.Marcus,"Creating Interstate Compacts" Energy Policy, 1986.

A.Marcus,"Business Demand for Regulation: An Exploration of the Stigler Hypothesis," Research in Corporate Social Performance and Policy, 1985, reprinted in Government Regulation and Business Response: Research Issues and Empirical Studies, edited by L. Preston, JAI Press, 1990.

A.Marcus,"Professional Autonomy As A Basis for Conflict In An Organization," Human Resource Management, 1985.

A.Marcus, M.Nadel, & K.Merrikin, "The Applicability of Regulatory Negotiation " The Administrative Law Review, 1984.

A.Marcus, P.Sommers, & F.Morris, "Cost-Effective Pollution Control: The Need to Supplement Economically Elegant Solutions with Implementation Analysis," Policy Studies Review, 1982.

A.Marcus, P.Sommers, & B.Berk, "Organizational Barriers to the Adoption of an Energy Efficient Technology," Energy Policy, 1982.

A.Marcus, E.DuVernoy, & T.Overcast, "Public Participation at Nuclear Waste Hearings," Radioactive Waste Management, 1982.

A.Marcus,"Policy Uncertainty and Technological Innovation," Academy of Management Review, 1981.

A.Marcus, "Public Interest Leaders - Whom Do They Represent?" Business Horizons, 1979.

A.Marcus, "The Disproportionate Influence of Environmentalists," Harvard Environmental Law Review, 1977.

A.Marcus, "Recent Proposals to Improve Environmental Policy-Making: Generalizing Institutions, Pollution Charges, and Information Uncertainty," Harvard Environmental Law Review, 1976.

Chapters

A.Marcus, "Environmental Management and Strategy," chapter for The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives edited by McWilliams,Rupp, Siegel, Stahl, and Waldman, Oxford University Press, forthcoming

A. Marcus and Malen, J. "Techniques for Navigating the Risks of Investing in Cleaner Energy Technologies," chapter for Emerging Dynamics of Sustainability in Multinational Enterprises edited by McIntyre, Ivanaj, and Kar, Elgar, forthcoming.

A.Marcus and Van de Ven, A. "Managing Shifting Goal Consensus and Task Ambiguity in Implementing Corporate Sustainable Projects," chapter for Change and Sustainability edited by Henderson, Gulati, and Tushman, Oxford University Press, 2015.

A.Marcus, .Shrivastava, P..Sharma, S. & Pogutz, S. "Introduction" chapter for Cross-Sector Leadership for the Green Economy: Integrating Research and Practice on Sustainable Enterprise edited by Marcus, Shrivastava, Sharma, and Pogutz, Palgrave MacMillan, 2011.

A. Marcus, Cohen, S., and Sutcliffe, K. "Why Some Managers Expect to Benefit from Public Policies and Others Do Not" chapter for Cross-Sector Leadership for the Green Economy: Integrating Research and Practice on Sustainable Enterprise edited by Marcus, Shrivastava, Sharma, and Pogutz, Palgrave MacMillan, 2011

A.Marcus, Ellis, S., Malen, J., Drori, I., & Sened, I. "Path Dependence and Creation in Venture Capital Investment" chapter for Cross-Sector Leadership for the Green Economy: Integrating Research and Practice on Sustainable Enterprise edited by Marcus, Shrivastava, Sharma, and Pogutz, Palgrave MacMillan, 2011.

A. Marcus "Moving the Green Economy Forward: Conclusions from Research and Practice" chapter for Cross-Sector Leadership for the Green Economy: Integrating Research and Practice on Sustainable Enterprise edited by Marcus, Shrivastava, Sharma, and Pogutz, Palgrave MacMillan, 2011.

A. Marcus and Fremeth, A. "Institutional Void and Stakeholder Leadership" chapter for Science and Stakeholders:

Solutions to Energy and Environment Issues, edited by J. Burger, Springer Press, 2011.

A. Marcus, Sutcliffe, K., Cohen, S. and Anderson, M., "Prolonged Gestation And Commitment To An Emerging Organizational Field: Energy Efficiency and Renewable Energy Businesses in Minnesota 1993-2009" chapter for Handbook of Research on Energy Entrepreneurship: edited by R. Wüstenhagen, and R. Wuebker, Edward Elgar Publishing Ltd., 2010.

Nuclear Power Plant Meltdowns to Voluntary, Low Consequence, High Probability Events like Traffic Accidents: A Re-Assessment of Road Accidents Data Analysis Policy" chapter in Transportation Research Trends edited by P. O. Inweldi. Nova Science Publishers Inc. forthcoming.

O. Meilich, Naveh, E, and A. Marcus, "Bridging the Performance Gap in Implementing an Administrative Innovation: Planning and Learning-in-Action" chapter for Organization Design - New Forms of Organization and Design Approaches Anticipating the Future, edited by C. Snow, A. Bøllingtoft, J. Flohr Nielsen, J.P. Ulhøi, and Dorthe Døjbak Håkonsson, 2009.

A. Marcus "Strategic Direction and Management," chapter for Business Management and Environmental Stewardship, edited by Robert Staib, Palgrave Macmillan, 2009.

E. Naveh, and A. Marcus Applying Theory from Involuntary, High Consequence, Low Probability Events like Nuclear Power Plant Meltdowns to Voluntary, Low Consequence, High Probability Events like Traffic Accidents: A Re-assessment of Road Accidents Data Analysis Policy," chapter for Transportation Research Trends edited by P. O. Inweldi. Hauppauge NY: Nova Science Publishers Inc. 2008.

A. Marcus "Strategic Planning and Management," chapter for Handbook of Decision Making, edited by G. Morcol, Marcel Dekker, 2006.

A. Marcus" Judaism and Decision Making," chapter for Handbook of Decision Making, edited by G. Morcol, Marcel Dekker, 2006.

A. Marcus "Research in Strategic Environmental Management," chapter for Corporate Environmental Strategy and Competitive Advantage, Sanjay Sharma and J. A. Aragon-Correa (eds.) Edward Elgar Publishing, 2005.

A. Marcus, D. Geffen, and K. Sexton, "Cooperative Regulation," for book edited by Theo de Bruijn and Vicki Norberg-Bohm Industrial Transformation: Environmental Policy Innovation in the United States and Europe, MIT Press 2005.

K. Sexton, B. Murdock, and A. Marcus, "Cooperative Environmental Solutions: Acquiring Competence for Multi-Stakeholder Partnerships," Environmental Agreements: Process, Practice, and Future Trends, Greenleaf Publishing, 2001.

A. Marcus, D. Geffen, and K. Sexton, "A New Competence in Environmental Management: Lessons from Project XL in Minnesota," in Eric Orts, Environmental Contracts: Comparative Approaches to Regulatory Innovation in Europe and the United States, Kluwer, 2000

A. Marcus & W. McEvily "Developing Environmental Competence in Small Manufacturers," in K. Sexton, A. Marcus, K. Easter, & T. Burkhardt, Better Environmental Decisions, Island Press, 1999.

J. Carroll, J. Sterman, & A. Marcus, "Playing the Maintenance Game: How Mental Models Drive Organizational Decision," in R. Stern and J. Halpern (eds.) Nonrational Elements of Organizational Decision Making, Cornell University Press, 1997.

Kaufman, A., E. Englander, and A. Marcus, "Selecting an Organizational Structure for Implementing Issues Management: A Transaction Costs and Agency Theory Perspective," in B. Mitnick (ed.) Choosing Agency, JAI Press, 1993.

A. Marcus and M. Jankus, "Energy and Environmental Policy-Making" The Ford Administration edited by Bernard Firestone, 1991.

A.Marcus, "Airline Deregulation, Business Strategy, and Regulatory Theory," in Public Policy and Economic Institutions, edited by Mel Dubnick and Alan G. Gitelsohn, 1990.

A.Marcus & M.Weber, "Externally-Induced Innovation," Research Perspectives on the Management of Innovation, edited by Andrew Van de Ven and Hal Angle, Ballinger, Cambridge, Mass., 1989.

A. Marcus "Managing the Political and Social Environment," Management, edited by Thomas Bateman and Carl Zeithaml, Richard Irwin, Homewood, Ill, 1989.

A.Marcus, "Japanese Environmental Policy," International Public Policy edited by F.Bolotin, Greenwood Press, Westport, CT., 1989.

A.Marcus, "The Strategic Approach to Regulation," Handbook of Business Strategy, edited by W. Guth, Warren, Gorham, and Lamont, New York, 1985.

A.Marcus, "EPA's Successes and Failures," Controversies in Environmental Policy, edited by Kamieniecki, O'Brien, and Clarke, SUNY University Press, New York, 1985.

A.Marcus, "The Environmental Protection Agency," The Politics of Regulation, edited by James Q. Wilson, Basic Books, NY, originally published in 1980:

reprinted in Issues in Business and Society: Capitalism and Public Purpose, edited by G. Starling and O. Baskin, Kent Publishing, 1985, as "The EPA and the Politics of Pollution: What Price Progress?"

A.Marcus, "Converting Thought to Action: The Use of Economic Incentives to Control Pollution," Implementation of Environmental Policy, edited by D. Mann, Lexington Press, Lexington, MA., 1982.

A.Marcus, "Whatever Happened to the 'New Class'," The Political Economy of Public Policy, edited by Alan Stone and E. Harpham, Sage, Beverly Hills, CA., 1982.

A.Marcus, "Command and Control: An Assessment of Smokestack Emission Regulation," Policy Implementation: Penalties or Incentives?, edited by J. Brigham and D. Brown, Sage, Beverly Hills, CA., 1981.

Other Publications

A.Marcus and A.Fremeth, Rules for Emergence: Rules for Emergence: Insights into the Organization of Economic Clusters, NSF Transmission Workshop Proceedings," the National Science Foundation, edited by D.Koehler, 2012

A.Marcus, "Business Ethics and the Economic Meltdown," William Davidson Faculty of Industrial Engineering Technion Newsletter June 2009.

A.Marcus, "Global Changes and Challenges for Firms in the Future: Can the Generation of Alternative Scenarios Be a Useful Coping Mechanism?" *Global Forum*, Business as an Agent of Social Change, Special Volume, Case-Western Reserve University, 2007.

A.Marcus, "Long-Term Business Success and Failure," interview in *Knowledge Leadership*, Winter 2006.

A.Marcus, How Low Will Gas Prices Ultimately be Able to Fall? Seeking Alpha: Stock Market Opinion and Analysis, Oct 6th, 2006,

A.Marcus, Has the Tide Turned Permanently Against Dell? Seeking Alpha: Stock Market Opinion and Analysis, Sep 28th, 2006

A.Marcus Intel vs. AMD: What Intel's Layoffs Mean Going Forward, Seeking Alpha: Stock Market Opinion and Analysis, Sep 7th, 2006

A.Marcus, "Long-Term Business Success and Failure," interview in *Knowledge Leadership*, Winter 2006.

A.Marcus, "Create a Dynasty," Leadership Excellence, 2006.

A.Marcus, "Toward a Theory of High Performance," invited comment Harvard Business Review, November 2005

A.Marcus, "Reviving Regulation," Human Ecology Review, special forum, Winter 2004.

E. Naveh, A.Marcus, "Effect of ISO 9000 Adoption on Motor Carrier Safety," Center for Transportation Studies/Department of Transportation, 2003.

E.Naveh, A.Marcus, G.Allen, and H. Moon, ISO 9000 Survey '99: An Analytical Tool to Assess the Costs, Benefits, and Savings of ISO 9000 Registration, McGraw Hill, 1999.

W.Cunningham, Ball, Cooper, Gorham, Hepworth, & Marcus (eds.), Environmental Encyclopedia, Gale Research, 1994.

A.Marcus, "Commentary: On Collective Strategy in the Public-Policy Domain," Advances in Strategic Management.

A.Marcus, "Energy Taxes May Hurt, But Make the Most Sense," Chicago Tribune, 1993.

A.Marcus, "U.S. Must Raise Prices of Energy to World Levels," Minneapolis Star and Tribune, 1993.

A.Marcus and M. Nichols, "Nuclear Power Plant Safety," published in Proceedings of Light Water Reactor Conference, Washington, D.C. 1990 and of Probabilistic Risk Assessment Conference, Beverly Hills, CA., 1991.

A.Marcus, "After A Crisis, Executives Sometimes Must Choose Morality Over Economics," City Business, Jan. 21, 1991.

A.Marcus, "The Revolution Is Now," Minnesota, Jan.-Feb. 1991.

A.Marcus, "Greening of Business," Harvard Business Review, 1991.

A.Marcus, "Deterring Dubious Business Behavior," Executive Excellence, September, 1990.

A.Marcus and I. Fox, "Lessons Learned About Communicating Safety Related Concerns to Industry," Science Communication: Environmental and Health Research, edited by Everett Rogers, 1988.

A.Marcus, "Prospects for Electric Utility Deregulation: Why More 'Progress' Has Not Been Made," plenary address, Proceedings of the 13th Annual Rate Symposium, University of Missouri Press, 1988.

A.Marcus, "Legal and Policy Issues in the Japanese Compensation Law," Health Effects of Air Pollution and the Japanese Compensation Law, Battelle Press, 1987.

A.Marcus, "Prescribed Burning in the Pacific Northwest: Costs and Benefits in the Light of the Clean Air Act Visibility Standards," Emissions From Forest Fires, The 76th Annual Meeting of the Air Pollution Control Association, Atlanta, GA, 1983.

Book Reviews

Wall Street Policies Itself: How Securities Firms Manage the Legal Hazards of Competitive Pressures for Administrative Science Quarterly, 1999.

Cleaning Up the Mess by R. Nakamura for Business and the Contemporary World, 1994.

Bhopal: The Anatomy of a Crisis by P. Shrivastava for Administrative Science Quarterly, 1988.

Tragic Choices, by Guido Calabresi and Phillip Bobbitt for The Sloan Management Review, Winter 1979.

Examples of Funded Projects

- A.Marcus, S.Ellis, I. Drori, I.Sened, "New Forms of Cross-Sector Leadership for Achieving Breakthroughs in Sustainable Renewable Energy and Energy Efficient Technologies, College of Management, Israel (\$10,000), Carlson School of Management Dean's Small Grants (\$3,000) and CIBER (\$5,000), Washington University St. Louise, CARES (\$25,000), Institute for Renewable Energy and the Environment University of Minnesota (\$70,000)
- A. Marcus, K.Triemstra, and D.Miel, "Twin Cities Green Products and Directory: A Report to the Mayor's Green Manufacturing Initiative," Twin Cities Mayors, Blue-Green Alliance, and Minnesota Department of Commerce, \$25,000.
- D.Geffen, A.Marcus, "Commercialization of Hybrid Technologies," funded by the Initiative for Renewable Energy and the Environment," University of Minnesota, \$17,000.
- E.Naveh, A.Marcus, and J.Anderson "Rule-Bound and Autonomous: Specifying the Conditions for the Successful Implementation of the Worldwide Quality Assurance Standard ISO9000" accepted by Decision, Risk Analysis, and Management Division of NSF, 3 year -- \$350,000 project involving researchers from U.S., Israel, Finland, and India doing 16 case studies of ISO 9000 implementation in four countries.
- E.Naveh, A.Marcus, G.Allen "Trucking Safety Analysis," accepted by the Center for Transportation Studies University of Minnesota, 15 month -- \$88,000 project examining effects of ISO 9000 accreditation on trucking safety.
- E.Naveh, A.Marcus, H. Moon, "Re-assessment of Road Accidents Data Analysis Policy," Center for Transportation Studies University of Minnesota, \$80,000 project examining learning networks, feedback loops and data use to formulate and develop safety policies and strategies.
- P.Eagan, E.Joeres, A.Marcus, K.Sexton, "Industrial Ecology, Culture, and Environmental Sustainability: Corporate Transitions in North America and Europe," Daad Center for German and European Studies, \$35,000 project involving faculty from University of Minnesota-Twin Cities and University of Wisconsin-Madison to develop a unique multi-disciplinary, cross-campus course and to start to do research on the strategy of industry transitions in sectors facing environmental challenges in the U.S. and Europe.

Examples of Technical Reports

(Marked with an asterisk if published by the federal government)

- "Impasse in the Movement toward A New Competence in Environmental Management: Lessons from Project XL (eXcellence and Leadership) Minnesota," April, 1999 (EPA Grant # R824754, Advising, Monitoring, and Evaluating Project XL Minnesota, project period, 10-1-95 to 12-31-98).
- "Environmental Regulation and Sustainable Development," report to the Environmental Quality Board, State of Minnesota, October, 1997.
- "Barriers to the Growth of Sustainable Businesses," report to the Environmental Quality Board, State of Minnesota, October, 1997.
- "Small Manufacturer Innovation: Pollution Prevention, Competitive Scanning, and Quality," report to the Great Lakes Protection Fund, 1998.
- "The Prospects for Energy Efficiency and Renewable Energy Businesses in Minnesota," report to the McKnight Foundation, 1994.
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- "Organization and Safety in Nuclear Power Plants, for the Division of Research, NRC (Principal Investigator), 1989.*
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