

Yael Grushka-Cockayne
Visiting Associate Professor of Business Administration
Harvard Business School
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EDUCATION

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| 2009 | London Business School , London, UK.
PhD in Management Science and Operations |
| 2005 | London Business School , London, UK.
MRes in Decision Sciences |
| 2003 | London School of Economics , London, UK.
MSc in Operational Research, with Distinction |
| 2000 | Ben-Gurion University , Beer-Sheva, Israel.
BSc in Industrial Engineering and Management, with Distinction |

ACADEMIC POSITIONS

Harvard Business School, 2018, Visiting Associate Professor.

Darden School of Business, University of Virginia -- Assistant Professor (2009-2016); Associate Professor (with Tenure, 2016 onwards); On leave since July 2018.

Stern Business School, NYU, 2016, Visiting Scholar and Adjunct faculty

PAPERS

Published

1. De Reyck, B., I. Fragkos, Y. Grushka-Cockayne, K.C. Lichtendahl Jr., H. Guerin, A. Kritzer, Vungle Inc. 2017. Improves Monetization Using Big-Data Analytics. *Interfaces*, 47 (5), 454–466.
2. Grushka-Cockayne Y., K. C. Lichtendahl Jr., V. R. R. Jose and R. L. Winkler. 2017. Quantile Evaluation, Sensitivity to Bracketing, and Sharing Business Payoffs. *Operations Research*, 65(3), 712–728.
3. Grushka-Cockayne, Y., V. R. R. Jose and K. C. Lichtendahl Jr. 2017. Ensembles of Overfit and Overconfident Forecasts. *Management Science*, 63 (4), 1110–1130.
4. Kettunen, J., Y. Grushka-Cockayne., B. De Reyck and Z. Degraeve. 2015. The Value of New Product Development Flexibility in Competitive Environments. *European Journal of Operations Research*, 244 (3), 892-904.
5. Pfeifer. P. E. Y. Grushka-Cockayne and K. C. Lichtendahl Jr. 2014. The Promise of Prediction Contests. *The American Statistician*, 68 (4), 264-270.
6. Chao, R.O., K. C. Lichtendahl Jr. and Y. Grushka-Cockayne. 2014. Incentives in a Stage-Gate Process. *Production and Operations Management*, 23 (8), 1286–1298.
7. Jose, V. R. R., Y. Grushka-Cockayne and K. C. Lichtendahl Jr. 2014. Trimmed Opinion Pools and the Crowd's Calibration Problem. *Management Science*, 60 (2), 463-475.
8. Lichtendahl Jr., K. C., Y. Grushka-Cockayne and P. E. Pfeifer. 2013. The Wisdom of Competitive Crowds. *Operations Research*, 61 (6). 1383-1398.

9. ******Finalist in the Decision Analysis Society Publication Award, 2015.*
10. Lichtendahl Jr., K. C., Y. Grushka-Cockayne and R. L. Winkler. 2013. Is it Better to Average Probabilities or Quantiles? *Management Science*, 59 (7), 1594–1611.
11. Read, D. and Y. Grushka-Cockayne. 2011. The Similarity Heuristic. *Journal of Behavioral Decision Making*, 24 (1), 23-46.
12. Grushka-Cockayne, Y. and B. De Reyck. 2009. Towards a Single European Sky. *Interfaces*, 39 (5), 400-414.
13. Grushka-Cockayne, Y., B. De Reyck and Z. Degraeve. 2008. An Integrated Decision-Making Approach for Improving European Air Traffic Management. *Management Science*, 54 (8), 1395-1409.
14. De Reyck, B., Y. Grushka-Cockayne, M. Lockett, S. R. Calderini, M. Moura and A. Sloper. 2005. The Impact of Project Portfolio Management on Information Technology Projects. *International Journal of Project Management*, 23(7), 524-537.

Working papers

- Guo X., Y. Grushka-Cockayne, and De Reyck, B. [Forecasting Airport Transfer Passenger Flow Using Real-Time Data and Machine Learning](#). *Reject and resubmit requested from MSOM.*
- R. L. Winkler, Y. Grushka-Cockayne, V. R. R. Jose and K. C. Lichtendahl Jr., [Combining Probability Forecasts: Back to the Future](#). *Minor revision requested from Decision Analysis.*
- Baucells M., Grushka-Cockayne Y. and Hwang W. [The Effects of Mental Accounting on Project Management and Project Performance](#). *Major revision requested from MSOM.*
- Guo X., K. C. Lichtendahl Jr. and Y. Grushka-Cockayne [Quantile Forecasts of Product Life Cycles Using Exponential Smoothing](#).
- Lichtendahl Jr., K. C., Y. Grushka-Cockayne, V. R. R. Jose and R. L. Winkler. [Bayesian Ensembles of Binary-Event Forecasts](#).
- Grushka-Cockayne Y. and V. R. R. Jose, A Look at the M4 Competition Prediction Interval Data, Under review. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3329413

Work in Progress

- Guo X., Y. Grushka-Cockayne, and De Reyck, B, Project forecasting with machine learning.
- Palley A.B, Y. Grushka-Cockayne, and K. C. Lichtendahl Jr. Sport Obermeyer Revisited: From Points to Probabilities.
- Soule D., Y. Grushka-Cockayne, J. Merrick, The Forecast Combination Puzzle.
- Grushka-Cockayne Y. and D. Read. Failure to Replicate Hyperbolic Discounting in Large-Scale Studies.
- Grushka-Cockayne Y, V. R. R. Jose, J. Rittich, and J. Soll, Using Prediction Interval Skewness to Improve Forecast Accuracy.

R Packages

- [trimTrees](#), Grushka-Cockayne, Y., V. R. R. Jose, K. C. Lichtendahl Jr. and H. Zeng. 2014.
- [projmanr](#) Greenawald B., Y. Grushka-Cockayne. 2017

Book Chapters and Other publications

- R. L. Winkler, V. R. R. Jose, K. C. Lichtendahl Jr. and Y. Grushka-Cockayne, Aggregating Information with a Quantile Stacker, *Bayesian Analysis*, forthcoming.

Grushka-Cockayne Y., 2018. Project Management Lessons from Healthcare.gov Launch. Darden Ideas to Action.

Grushka-Cockayne Y. and J. Sims. 2017. Three Keys to Project Management: Lessons from the 21st Century Battlefield. Darden Ideas to Action.

Grushka-Cockayne Y., S. Erat and J. Wooten. 2017. New Product Development and Project Management Decisions, in Donohue K., E. Katok and S. Leider. Eds. Handbook of Behavioral Operations. Wiley and Son.

Grushka-Cockayne Y., V. Holzmann, H. Weisz and D. Zitter. 2015. A New Hybrid Approach for Selecting a Project Management Methodology. Proceedings of the PMI North American Congress.

Grushka-Cockayne, Y and K. C. Lichtendahl Jr., How Vungle Lets Its Customers Innovate? Case in Point, *The Washington Post*, September 20, 2015.

De Reyck, B., Y. Grushka-Cockayne, I. Fragkos, J. Harrison and D. Read. 2015. *Optimism Bias Study Recommended Adjustments to Optimism Bias Uplifts*, UK Department for Transport.

Grushka-Cockayne, Y, The planning fallacy' can derail a project's best intentions. Case in Point, *The Washington Post*, March 8, 2015.

Eubanks, D. L., D. Read and Y. Grushka-Cockayne. 2015. Biases as a Constraint on Planning Performance, in M. Mumford and M. Frese, Eds. *The Psychology of Planning in Organizations*. Routledge, New York.

Grushka-Cockayne, Y and K. C. Lichtendahl Jr., Is it better to trust the best expert, or the average of a group of experts? Case in Point, *The Washington Post*, November 16, 2013.

Grushka-Cockayne, Y., D. Read and B. De Reyck. Planning for the Planning Fallacy: Causes and Solutions for Unrealistic Project Expectations. *Proceedings of the PMI Research and Education Conference 2012*, Limerick, Ireland.

Kettunen, J., Y. Grushka-Cockayne, B. De Reyck, Z. Degraeve, A. Salo. 2008. Management of new product development: the impact of competition and market characteristics. *Proceedings of the 11th International Workshop on Project Management and Scheduling*, Istanbul, Turkey.

Laseter, T., K. C. Lichtendahl Jr. and Y. Grushka-Cockayne. *Cleaning the Crystal Ball, strategy+business*, 2010.

Grushka-Cockayne, Y. 2007. Book review: Kaliszewski, Ignacy. 2006. Soft computing for complex multiple criteria decision-making. *Interfaces*, 37(6), 588–59.

Teaching Materials

Grushka-Cockayne, Y, Thanh-Trang, H.L, Baber, W., Yemen, G. Strategy at Yuhisai Koudoukan: Reading the Tea Leaves. Darden Business Publishing Case study UVA-S-0303, 2018.

Grushka-Cockayne, Y., McKlindon R., Cornell, J. Project Management and Transparency for Capital Projects. Darden Business Publishing Case study UVA-QA-0899, 2018.

Saxena, A., McFarland, N., Grushka-Cockayne, Y. Keep it Cool. Darden Business Publishing Case study UVA-QA-0898, 2018.

Goelz, C., Willingham, D., Le, S., Grushka-Cockayne, Y. Getting Rich on Crypto. Darden Business Publishing Case study UVA-QA-0897, 2018.

Molloy, N., Grushka-Cockayne, Y. TeeGolf Company: To Exit or Not To Exit. Darden Business Publishing Case study UVA-QA-0894, 2018.

Wilcox, R. T., Grushka-Cockayne, Y., King, N., White, J. UnbeLEAFable Snacks. Darden Business Publishing Case study UVA-M-0911, 2017.

Grushka-Cockayne, Y., T. Hasegawa, Ariake Arena Exercise, Darden Business Publishing Case study UVA-QA-0889, 2017.

Carnahan, E. Kim, H. and Y. Grushka-Cockayne, HealthCare.gov (B), Darden Business Publishing Case study QA-0888, 2017.

Grushka-Cockayne, Y. Yemen, G. DigiPlex: Future-Ready Data Centers, Darden Business Publishing Case study UVA-QA-0880, 2017.

Grushka-Cockayne, Y. and K. C. Lichtendahl Jr. Introduction to Experience-Based Forecasting: Empirical Backtesting, Darden Business Publishing Technical note and spreadsheet UVA- QA-0851 and QA-0851X, 2016.

Green A., Grushka-Cockayne, Y., K. C. Lichtendahl Jr. and Temple Fennell. Opening Casino Jack. Case study, Darden Business Publishing, UVA-QA-0827, 2015.

Mexis G. and Y. Grushka-Cockayne. SunRay's Photovoltaic Power Plant. Case study, Darden Business Publishing, UVA-QA-0837, 2015.

Ward B and Y. Grushka-Cockayne. Healthcare.gov. Case study, Darden Business Publishing, UVA-QA-0836, 2015.

Grushka-Cockayne, Y., K. C. Lichtendahl Jr., B. De Reyck, and I. Fragkos. A/B Testing at Vungle. Case study and teaching note, Darden Business Publishing, UVA-QA-0821, 2015.

Robertson, A. and Y. Grushka-Cockayne. New Menu at Split Banana. Case study, Darden Business Publishing, UVA-QA-0816, 2014.

Grushka-Cockayne, Y. New York City Department of Parks and Recreation. Case study and teaching note, Darden Business Publishing, UVA-QA-0815, 2014.

Grushka-Cockayne, Y., P. Crama, E. Tang and A. Banerjee. Set in Stone. Case study and teaching note, Darden Business Publishing, UVA-QA-0814, 2014.

Sorensen, T., Y. Grushka-Cockayne, and R. Carraway. Flex Technology. Case study and teaching note, Darden Business Publishing, UVA-QA-0811, 2014.

Lichtendahl Jr., K. C., and Y. Grushka-Cockayne. Surveying Professional Forecasters. Case study and teaching note, Darden Business Publishing, UVA-QA-0805, 2013.

Gupta, R., K. C. Lichtendahl Jr. and Y. Grushka-Cockayne. Ocean's Dilemma. Case study and teaching note, Darden Business Publishing, UVA-QA-0789, 2012.

Grushka-Cockayne, Y. and J. Harris. Fair Play at Chisholm University. Case study and teaching note, Darden Business Publishing, UVA-QA-0789, 2012.

Lichtendahl Jr., K. C. and Y. Grushka-Cockayne. Scoring Expert Forecasts. Technical note, Darden Business Publishing, UVA-QA-0772, 2011.

Lichtendahl Jr., K. C. and Y. Grushka-Cockayne. Ballis's Benchmark (A) and (B). Case study and teaching note, Darden Business Publishing, UVA-F-1621, UVA-F-1622, 2010.

Lichtendahl Jr., K. C. and Y. Grushka-Cockayne. Forecasting Engine. On-line forecasting simulation, Darden Business Publishing 2010.

Lichtendahl Jr., K. C. and Y. Grushka-Cockayne. PriceMax. Case study and teaching note, Darden Business Publishing, UVA-QA-0748, 2010.

Grushka-Cockayne, Y. and B. De Reyck. Toward a single European sky. Case study and teaching note, Darden Business Publishing, UVA-QA-0736, 2010.

CONFERENCES AND INVITED TALKS

Forecasting Airport Transfer Passenger Flow Using Machine Learning and Real-time Data, INFORMS Analytics Conference, Baltimore, 2018.

The Effects of Mental Accounting on Project Management and Project Performance, Kelley School of Business, Indiana University, 2018, INFORMS 2018 Phoenix, Anderson Business School, UCLA 2019.

Strategic Decision-Making and Critical Thinking Keynote, Performance Foodservice Sales Meeting, Florence South Carolina, 2017.

Bayesian Ensembles: When and Why to Extremize Binary-Event Forecasts, Harvard Business School, Elder Research Inc., INSEAD, Lee Kong Chian School of Business, SMU, Advances in Decision Analysis, Austin, 2017.

Strategic Decision-Making and Critical Thinking, Leadership Speaker Series, US Chamber of Commerce, 2017.

Vungle Inc. Improves Monetization Using Big-Data Analytics, INFORMS, Nashville, 2016.

Multifarious Project Management Methodologies, INFORMS, Nashville, 2016.

Project Planning – A day in the Park, Information Systems, Operations Management and Statistics departmental seminar, PMI Central Virginia, 2016.

Quantile Evaluation, Sensitivity To Bracketing and Sharing Business Payoffs, Information Systems, Operations Management and Statistics departmental seminar, Stern NYU, 2016.

Failure To Replicate Hyperbolic Discounting In Large-scale Studies, INFORMS, Philadelphia, 2015.

Strategic Decision-Making and Critical Thinking Keynote, The International Foodservice Distributors Association (IFDA) Distribution Solutions Conference, Phoenix, 2015.

A New Hybrid Approach for Selecting a Project Management Methodology, PMI Global Congress 2015, Orlando, Florida.

Transportation & Project Management Dialogue, Women in Transportation Panel, Washington DC, 2015.

Ensembles of Overfit and Overconfident Forecasts, ADA conference, DC, 2014; Boston College W. Klein Seminar Series, 2014; INFORMS, San Francisco, 2014.

Optimism Bias in Project Planning, POMS Atlanta, 2014; Decision Lens Webinar. 2014.

Distilling the Wisdom of Crowds: Methods for Combining Distributional Forecasts, Johnson School of Business, Cornell University Seminar Series 2014, Darden Dean's Faculty Research, INFORMS Business Analytics conference, Boston, 2014, Elder Research Inc. Seminar Series.

Overcoming the Planning Fallacy, POMS Denver, 2013; INFORMS Minneapolis 2013; George Washington University Research Seminar 2014.

The Wisdom of Small Crowds of Probability Forecasters, INFORMS Phoenix 2012.

The Wisdom of Competitive Crowds, POMS Chicago, 2012; INFORMS, Phoenix, 2012, INFORMS Minneapolis 2013.

Planning for the Planning Fallacy, at PMI Research and Education Conference 2012, Limerick, Ireland.; POMS Reno, 2011; SPUDM conference, Kingston UK, 2011; INFORMS Charlotte, 2011.

Perceived Repeated Risk and the Allais Paradox, at INFORMS Charlotte, 2011.

Incentives for Complex R&D Projects, at The Jerusalem School of Business Administration at the Hebrew University of Jerusalem and at the Industrial Engineering and Management department at Ben Gurion University in Beer Sheva, Israel.

The Value of Flexibility in New Product Development: The Impact of Competition, at POMS Vancouver, May 2010.

Towards a Single European Sky: OR seminar series, London School of Economics, UK. 2008.

An integrated decision-making approach for improving European air traffic management, Management Science seminar series, Judge Business School, *University of Cambridge*, UK. 2008; INFORMS annual meeting, Seattle, USA. 2007.

Management of new product development: the impact of competition and market characteristics, International Workshop on Project Management and Scheduling, Istanbul, Turkey. 2008.

The similarity heuristic: Economics of Behaviour and Decision Making seminar series, *Westminster Business School*, UK. 2008; INFORMS annual meeting, Seattle, USA. 2007; London Judgment and Decision Making Group seminar series, *University College London*, UK. 2007; The Affect, Motivation and Decision Making International conference, Dead Sea, Israel. 2006.

New product development: the impact of competition, INFORMS annual meeting, Seattle, USA. 2007.

Valuing flexibility in multi-generation new product development, INFORMS annual meeting, Seattle, USA. 2007.

Towards a single European sky case study, INFORMS annual meeting, Seattle, USA. 2007.

Selecting operational improvements for European air traffic management, INFORMS annual meeting, Pittsburgh, USA. 2006; EURO XXI, Reykjavik, Iceland. 2006.

HONORS AND AWARDS

2018 Darden Faculty Diversity Award

2016, 2017, 2018 Faculty Marshal for the MBA Residential Program

2012, 2014, 2015, 2016, 2017, 2018 Nominee, Darden Outstanding Faculty Award

2016 Finalist in the *Daniel H. Wagner Prize for Excellence in Operations Research Practice*

2016 Batten Research Grant ("*Innovation Interlocks*")

2016 Wells Fargo Award for online course development for the course "Fundamentals of Project Planning and Management."

2016 Nominee, 2016 Virginia Outstanding Faculty Award

2015 Batten Research Grant ("*Measuring Venture Capital Networks*")

2015 University of Virginia All-University Teaching Award

2013 Darden Faculty Diversity Award

2013 Darden Outstanding Faculty Award

2012 Honored Faculty, University of Virginia's Mead Endowment and The John Colley Award

2011 Batten Research Grant ("*Planning for the Planning Fallacy*")

2011 The Darden Morton Leadership Faculty Award

- 2011 2nd place in the *DSI Teaching Case Competition* with the case “Ballis’ Benchmark”, with Casey Lichtendahl
- 2010 3M Nontenured Faculty Grant (three-year award)
- 2010 2nd place in the *INFORMS 2010 Annual Case Competition* with the case “PriceMax”, with Casey Lichtendahl
- 2009 The University of Virginia’s Excellence in Diversity Fellowship
- 2008 Finalist in the *Daniel H. Wagner Prize for Excellence in Operations Research Practice*
- 2007 Finalist in *INFORMS Eighth Annual Case Competition* with the case “Towards a single European sky”, with Bert De Reyck
- 2007 Finalist in *INFORMS Decision Analysis Society’s Practice Award* with the paper “An integrated decision-making approach for improving European air traffic management”, with Bert De Reyck and Zeger Degraeve
- 2005 *Graduate Teaching Assistant Teaching Prize*, London School of Economics
- 2003 *PhD Programme Financial Award*, London Business School
- 1999 *The Rector’s Award for Achievement*, Ben-Gurion University
- 1998 *Dean’s List*, Ben-Gurion University
- 1995 *The President of Israel Outstanding Officer Award*, Israel Defense Force

TEACHING EXPERIENCE

- 2018 HBS MBA RC TOM (Technology and Operations Management)
- 2018 Faculty Lead Darden World Wide Courses:
Israel: Entrepreneurship and Innovation
Japan: Where Tradition Meets Innovation
- 2017 Faculty Lead, Darden World Wide Course to Japan: Mega Projects and Other Projects
- 2016 Doctoral seminar Advanced Qualitative Methods
- 2016 – 2018 MBA Data Science in Business Elective Course
- 2016 NYU Stern MBA Operations Management Core course; Decision Model Elective Course
- 2015 – 2017 Faculty Co-Lead, Darden Before Darden, Pre-matriculation experience
- 2015 – MOOC Fundamentals of Project Planning and Management, (Enrolled: 200,000+; completed with certificate: 15,000+) available via Coursera, FutureLearn. Offered to UVa McIntire Executive Certificate in Management Program students.
- 2014 Faculty Lead, Darden NOLS Experience
- 2013 – 2017 MBA Project Management Elective Course
- 2009 – 2017 MBA Decision Analysis Core Course
- 2009 – 2016 Faculty Lead, The Business of Film, Darden Cannes Film Festival Field Experience

OTHER ACADEMIC EXPERIENCE

Ad hoc reviewer for: Management Science, Decision Analysis, Operations Research, Production and Operations Management, IEEE Transactions on Engineering Management.

Editorial Roles

- 2018 – **Associate Editor**, *Decision Analysis*
2016 – **Associate Editor**, *Operations Research*
2014 – **Associate Editor**, *Management Science*
- 2017 – **PhD Committee member**: Faraz Dadgostari (UVa), David Soule (VCU)
- 2016, 2017 **Head of Search Committee**, Darden’s Quantitative Analysis Area.
- 2015 – Guest Lecturer, Project Management, **London Business School**.
- 2012 – 2017 **Secretary/Treasurer**, INFORMS Decision Analysis Society.
- 2010 – 2012 **Session Chair**, POMS Annual Conference.
- 2006 – 2017 **Session Chair and Track Organizer** INFORMS Annual Meeting.

EXECUTIVE EDUCATION

- 2019 – **Faculty Lead** Project Management for Central Bank of Turkey.
Teaching in the Harvard Business Analytics Program.
- 2017 – **Faculty Lead** Project Management for HubSpot.
Custom Executive Education Programs for: Nordgold, Multilateral Investment Guarantee Agency (MIGA, World Bank Group).
- 2016 – **Faculty Lead** Navy Federal Credit Union Leadership Program, The Women’s Leadership Program (Darden Open Enrollment), Project Management for Woodward.
- 2016 Project Management for Leaders For Becton Dickinson Medical (CEIBS China).
- 2015 – **Faculty Lead** Project Management For Executives (Darden Open Enrollment); Project Management for Celgene.
- 2015 – Open Enrollment Executive Education: Strategic Analysis and Decision Making.
- 2015 – Custom Executive Education Programs for: AB InBev, Landmark Aviation, Piedmont Natural Gas, IFDA, First Tennessee Bank, CarMax, Navy Federal Credit Union Leadership, Cargill, CapitalOne.
- 2014 – 2016 Navy and Army Understanding Industry Courses, Army Intermediate Program.
- 2013 – 2014 Rational Thinking for Naval Special Warfare Support Activity Leadership.
- 2013 – 2014 Critical Thinking Capability Building for Navy Federal Credit Union Leadership.
- 2011 – 2012 Quantitative Methods for Darden’s Navy BRM Executive Education Program.
- 2011 Shire Pharmaceuticals Workshop on Project management.

PROFESSIONAL EXPERIENCE

- 2018 – 2019 Consultant to nPlan and High Speed 2 Rail; Consultant to Heresy.
- 2017 – 2018 Consultant to University of Virginia School of Medicine
- 2013 – 2017 Treasurer and Board of Trustees member, Mountaintop Montessori School.
- 2016 – 2017 Consultant to PPL Electric Utilities, Consultant to D.A.T
- 2014 – 2016 Consultant to Heathrow Airport and Eurocontrol
- 2014 Consultant to Merck Serono on project management.
- 2013 – 2014 Consultant to Vungle Mobile on data analytics
- 2012 – 2015 Consultant to Network Rail UK and the Department for Transport UK
- 2005 – 2006 Consultant to Eurocontrol on decision analysis.
- 2004 Consultant to Dunlop Aerospace on project management.
- 2001 – 2002 Eshbel Technologies Ltd., San Francisco, USA: USA branch Marketing Director.