



## Raymond Levitt

Kumagai Professor in the School of Engineering, Emeritus  
Civil and Environmental Engineering

### CONTACT INFORMATION

- **Administrator**

Sharyn Nantuna - Program Administrator

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### Bio

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#### BIO

Dr. Levitt's research program develops theory, methods, and tools to design organization structures and governance regimes for project and matrix organization structures in construction and other project-based industries.

There is currently a huge, unmet demand for civil infrastructure projects --roads, railroads, ports, airports, water and sanitation systems-- in both developing and developed countries. Projects to develop and operate civil infrastructure increasingly involve private, public and NGO participants from multiple countries, resulting in clashes between participants' values, cultural norms and laws that can create high institutional costs, and attendant delays.

Dr. Levitt's current research, conducted through the Global Projects Center (GPC), which he founded and directs, is aimed at developing new financing, governance and organizational approaches to enhance the long-term financial, environmental and social sustainability of these critically needed, but institutionally challenging, projects. In recognition of this work, he was appointed by Governor Schwarzenegger as a Commissioner of the California Public Infrastructure Advisory Commission (PIAC) in 2008 and served as a Commissioner of PIAC from 2008-2013.

Dr. Levitt founded and serves as Academic Director of the Stanford Advanced Project Management (SAPM) executive education certificate program. SAPM has awarded more than 6,000 certificates to mid-career professionals in a wide variety of industry sectors since its inception in 1999.

Dr. Levitt was elected a Distinguished Member of the American Society of Civil Engineers.

#### ACADEMIC APPOINTMENTS

- Emeritus (Active) Professor, Civil and Environmental Engineering
- Affiliate, Precourt Institute for Energy

#### ADMINISTRATIVE APPOINTMENTS

- Chair, Stanford Faculty Senate and Steering Committee, (2012-2013)

## HONORS AND AWARDS

- Commitment to Life Award, National Safe Workplace Institute (1987)
- Computing in Civil Engineering Award, American Society of Civil Engineers (2000)
- Dean's Award for Industry Education Innovation, School of Engineering, Stanford University (2002)
- Peurifoy Construction Research Award, American Society of Civil Engineers (2006)
- Elected Distinguished Member, American Society of Civil Engineers (2008)
- Pathfinder Award, Engineering Project Organization Society (2010)

## BOARDS, ADVISORY COMMITTEES, PROFESSIONAL ORGANIZATIONS

- Distinguished Member, American Society of Civil Engineers (2010 - present)
- Chair, Engineering Project Organizations Society (2012 - present)

## PROFESSIONAL EDUCATION

- B.Sc. Cum Laude, University of Witwatersrand, Johannesburg, South Africa , Civil and Environmental Engineering (1971)
- MS, Stanford University , Civil and Environmental Engineering (1973)
- PhD, Stanford University , Civil and Environmental Engineering (1975)

## PATENTS

- Yan Jin, John Kunz, Raymond Levitt, Marc Ramsey, Carlos Rivero and Charles Thaeler. "United States Patent US 8099312 B2 Project Management System and Method", Jan 12, 2012

## LINKS

- Personal Web Page: <http://stanford.edu/people/~rel>
- Global Projects Center Site: <https://gpc.stanford.edu>

## Research & Scholarship

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### CURRENT RESEARCH AND SCHOLARLY INTERESTS

\* Toward an Integrated, Lifecycle Governance Framework for Delivering Civil Infrastructure Systems: National Science Foundation; (Collaborative Grant with Virginia Tech)

\* To what extent, and how, do formal and informal aspects of Integrated Project Delivery approaches increase systemic innovation in complex building projects: Jointly funded by Center for Integrated Facility and Global Projects Center.

\* Comparing US and Chinese Approaches for Infrastructure Development Abroad: Smith-Richardson Foundation (Collaborative grant with Stanford Center on Democracy, Development and the Rule of Law)

## Teaching

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### COURSES

#### 2017-18

- Entrepreneurship in Civil & Environmental Engineering: CEE 246 (Spr)
- Infrastructure Finance and Governance: CEE 323A (Aut)
- Infrastructure Finance and Governance: CEE 323B (Win)

- Infrastructure Finance and Governance: CEE 323C (Spr)
- Organization Design for Projects and Companies: CEE 242 (Win)
- Project Assessment and Budgeting: CEE 240 (Aut)

#### **2016-17**

- Construction Engineering Fundamentals: CEE 252Q (Aut)
- Construction Engineering Practicum: CEE 252P (Aut)
- Entrepreneurship in Civil & Environmental Engineering: CEE 246 (Spr)
- Infrastructure Finance and Governance: CEE 323A (Aut)
- Infrastructure Finance and Governance: CEE 323B (Win)
- Infrastructure Finance and Governance: CEE 323C (Spr)
- Organization Design for Projects and Companies: CEE 242 (Win)
- SENSE Lab Social Enterprise Seminar: CEE 146E, CEE 246E (Spr)

#### **2015-16**

- Construction Engineering Fundamentals: CEE 252Q (Aut)
- Construction Engineering Practicum: CEE 252P (Aut)
- Entrepreneurship in Civil & Environmental Engineering: CEE 246 (Spr)
- Infrastructure Finance and Governance: CEE 323A (Aut)
- Infrastructure Finance and Governance: CEE 323B (Win)
- Infrastructure Finance and Governance: CEE 323C (Spr)
- Introduction to Real Estate Development Seminar: CEE 248S (Spr)
- Managing Complex, Global Projects: CEE 48N (Win)
- Organization Design for Projects and Companies: CEE 242 (Win)
- SENSE Social Enterprise Seminar: CEE 146E, CEE 246E (Spr)

#### **2014-15**

- Entrepreneurship in Civil & Environmental Engineering: CEE 246 (Spr)
- Infrastructure Finance and Governance: CEE 323A (Aut)
- Infrastructure Finance and Governance: CEE 323B (Win)
- Infrastructure Finance and Governance: CEE 323C (Spr)
- Integrated Facility Engineering: CEE 320 (Spr)

### **STANFORD ADVISEES**

Robert Ruhlandt

#### **Postdoctoral Faculty Sponsor**

Dane Rook

#### **Doctoral Dissertation Advisor (AC)**

Soh Young In, Robert Ruhlandt

#### **Postdoctoral Research Mentor**

Dane Rook

## Publications

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### PUBLICATIONS

- **Opportunism-Focused Transaction Cost Analysis of Public-Private Partnerships** *JOURNAL OF MANAGEMENT IN ENGINEERING*  
Ho, S. P., Levitt, R., Tsui, C., Hsu, Y.  
2015; 31 (6)
- **Semiautomated Scaffolding Planning: Development of the Feature Lexicon for Computer Application** *JOURNAL OF COMPUTING IN CIVIL ENGINEERING*  
Kim, J., Fischer, M., Kunz, J., Levitt, R.  
2015; 29 (5)
- **Balancing act: Government roles in an energy conservation network** *RESEARCH POLICY*  
Peterman, A., Kourula, A., Levitt, R.  
2014; 43 (6): 1067-1082
- **Sharing of Temporary Structures: Formalization and Planning Application** *AUTOMATION IN CONSTRUCTION*  
Kim, J., Fischer, M., Kunz, J., Levitt, R.  
2014; 43: 187-194
- **A method to automate look-ahead schedule (LAS) generation for the finishing phase of construction projects** *AUTOMATION IN CONSTRUCTION*  
Dong, N., Fischer, M., Haddad, Z., Levitt, R.  
2013; 35: 157-173
- **Organizational Barriers to Productivity and Innovation in Large-Scale, U.S.-Based Photovoltaic System Construction Projects** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT*  
Yuventi, J., Levitt, R., Robertson, H.  
2013; 139 (10)
- **Organizing in the context of global project-based firm-The case of sales-operations interface** *INDUSTRIAL MARKETING MANAGEMENT*  
Turkulainen, V., Kujala, J., Artto, K., Levitt, R. E.  
2013; 42 (2): 223-233
- **The impact of relational contracting on flexibility in health care projects**  
Bygballe, L. E., Levitt, R. E.  
2013
- **Encouraging knowledge sharing in engineering firms—part II: game theory analysis and firm strategies** *Engineering Project Organization Journal*  
Levitt, Raymond, E., Wang, Chuan#Min, A., Ho, S., Ping, Javernick-Will, A.  
2013; 1 (3): 22#31
- **A roadmap for navigating voluntary and mandated programs for building energy efficiency** *ENERGY POLICY*  
Peterman, A., Kourula, A., Levitt, R.  
2012; 43: 415-426
- **Encouraging knowledgesharing in engineering firms—part I: incentives, disincentives, and the impacts of firm context** *Engineering Project Organization Journal*  
Levitt, Raymond, E., Wang, Chuan#Min, A., Ho, S., Ping, Javernick#Will, A.  
2012; 4 (2): 231#239
- **Using Simulation to Generate Innovative Organizational Forms—Invited Point of View Paper**  
Levitt, Raymond, E.  
2012
- **Using Simulation to Study, Design and Invent Organizations: invited Point of View Paper** *Journal of Organizational Design*  
Levitt, Raymond, E.  
2012; 3 (1): 58#63

- **Toward a Unified Theory of Project Governance: Economic, Sociological and Psychological Supports for Relational Contracting.** *Engineering Project Organization Journal: Special Issue on Social and Management Science Foundations of Project Organization Research*  
Henisz, W., J., Levitt, R., E., Scott, W., R.  
2012; 1#2 (2): 37-55
- **Editorial: Special Issue on Fundamentals of Social and Management Science for Engineering Project Organizations** *Engineering Project Organization Journal*  
Levitt, Raymond, E.  
2012; 1#2 (2): 1#3
- **Designing Project Organizations as Engineers Design Bridges** *Journal of Organizational Design*  
Levitt, Raymond, E.  
2012; 2 (1): 14#41
- **Rules vs. results: Sources and resolution of institutional conflicts on Indian metro railway projects** in *Global Projects: Institutional and Challenges*  
Mahalingam, A., Levitt, R., E., Scott, W., R.  
edited by Scott, W., R., Levitt, R., E., Orr, R., J.  
Cambridge University Press.2011: 113#134
- **Beyond 'one size fits all': how local conditions shape PPP#enabling field development** *Engineering Project Organization Journal*  
Jooste, S. F., Levitt, Raymond, E., Scott, D.  
2011; 1 (1): 11#25
- **Knowledge Management Research through Computational Experimentation** in *Encyclopedia of Knowledge Management*  
Nissen, M., E., Levitt, R., E.  
edited by Swartz, D., e'eni, D.  
2011; Second Edition.: 728#737
- **Global Projects: Institutional and Political Challenges.**  
edited by Scott, W., Richard, E., Raymond, Levitt, J., Ryan, Orr  
Cambridge University Press.2011
- **Project Management 2.0** *Engineering Project Organization Journal*  
Levitt, Raymond, E.  
2011; 3 (1): 197#210
- **Toward Project Management 2.0**  
Levitt, R., E.  
2011
- **Project Governance Regimes for Global Infrastructure Construction Projects**  
Scott, W., R., Levitt, R., E., Kourula, A., Henisz, W.  
2011
- **Innovation in Modular Industries:Implementing Energy#Efficient Innovations in US Buildings**  
Levitt, R., E., Sheffer, D.  
2011
- **To Talk or to Fight? Effects of Strategic, Cultural and Institutional Factors on Renegotiation Approaches in Public--#Private Concessions** in *Global Projects: Institutional and Challenges*  
Chan, H., Levitt, R.  
edited by Scott, W., R., Levitt, R., E., Orr, R., J.  
Cambridge University Press.2011: 310#350
- **Local embeddedness of firms and strategies for dealing with uncertainty in global projects** in *Global Projects: Institutional and Challenges*  
Orr, R., J., Levitt, R., E.  
edited by Scott, W., R., Levitt, R., E., Orr, R., J.  
Cambridge University Press.2011: 183#246

- **Multinational Teams incorporating Freelance Expatriates in the Construction Industry: Case Studies of High-Speed Railways in China and Taiwan** *Engineering Project Organization Journal*  
Chi, C. S., Levitt, Raymond, E.  
2011; 3 (1): 169#181
- **Site fights: Explaining opposition to pipeline projects in the developing world** in *Global Projects: Institutional and Challenges*  
McAdam, D., Schaffer#Boudet, H., Davis, J., Orr, R., J, Scott, W., R., Levitt, R., E.  
edited by Scott, W., R., Levitt, R., E., Orr, R., J.  
Cambridge University Press.2011: 279#309
- **Global Projects, distinguishing features, drivers and challenges** in *Global Projects: Institutional and Challenges*  
Orr, R., Scott, W., R., Levitt, R., E., Arto, K., Kujula, J.  
edited by Scott, W., R., Levitt, R., E., Orr, R., J.  
Cambridge University Press.2011: 15#51
- **Global projects: Strategic perspectives** *SCANDINAVIAN JOURNAL OF MANAGEMENT*  
Ainamo, A., Arto, K., Levitt, R. E., Orr, R. J., Scott, W. R., Tainio, R.  
2010; 26 (4): 343-351
- **"Site Fights": Explaining Opposition to Pipeline Projects in the Developing World** *SOCIOLOGICAL FORUM*  
McAdam, D., Boudet, H. S., Davis, J., Orr, R. J., Scott, W. R., Levitt, R. E.  
2010; 25 (3): 401-427
- **Understanding and Managing Three-Dimensional/Four-Dimensional Model Implementations at the Project Team Level** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*  
Hartmann, T., Levitt, R. E.  
2010; 136 (7): 757-767
- **Introduction to Special Issue of Global Project Governance** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*  
Levitt, R. E., Chinowsky, P. S.  
2010; 136 (4): 400-401
- **Global Dimension of Robust Project Network Design** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*  
Wong, K., Unsal, H., Taylor, J. E., Levitt, R. E.  
2010; 136 (4): 442-451
- **Mobilizing Institutional Knowledge for International Projects** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*  
Javernick-Will, A., Levitt, R. E.  
2010; 136 (4): 430-441
- **Dynamic information retrieval and allocation flows in project teams with discontinuous membership** *EUROPEAN JOURNAL OF INTERNATIONAL MANAGEMENT*  
Shumate, M., Ibrahim, R., Levitt, R.  
2010; 4 (6): 556-575
- **Organizational Research Generator for Simulation in the Military.** *CRGP*  
Levitt, R. E., Chachere, J., Ramsey, M.  
2010
- **How Industry Structure Retards Diffusion of Innovations in Construction: Challenges and Opportunities.** *CRGP*  
Sheffer, Dana, A., Levitt, Raymond, E.  
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- **Capacity, Legitimacy, and Interest: Toward a Framework for PPP Program Success**  
Jooste, Stephan, F., Levitt, R., E., Scott, W., R.  
2010
- **Understanding and Managing 3D/4D Model Implementations at the Project Team Level** *ASCE J. Of Construction Engineering and Mgt.*  
Hartmann, T., Levitt, Raymond, E.  
2010; 7 (136): 757-767

- **Information Management and the Management of Projects** in *Oxford Handbook of Project Management*  
Whyte, J., Levitt, R.  
edited by Morris, P., Pinto, J., Söderlund, J.  
Oxford University Press..2010: 1
- **The Diffusion of Energy Saving Technologies in the Building Industry: Structural Barriers and Possible Solutions.** *CRGP*  
Sheffer, Dana, A., Levitt, Raymond, E.  
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- **Governance Challenges of Infrastructure Delivery: The Case for Socio-Economic Governance Approaches**  
Levitt, Raymond, E., Henisz, W., Scott, W., Richard, Settel, D.  
2010
- **Collective Effect of Strategic, Cultural, and Institutional Factors on Concession Renegotiations**  
Chan, H., Levitt, et al., R.  
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- **NIMH--#SCOR: A Pioneering Center at Stanford** *Research on the Sociology of Organizations*  
Levitt, Raymond, E.  
edited by Schoonhoven, K., Dobbin, F.  
Emerald Press.2010: 221#232
- **Project network fra conoscenza e innovazione** *Viaggio per Itaca: Antologia tra cultura e organizzazione — Scritti dedicati a Gianfranco Dioguardi*  
Taylor, J., Levitt, R.  
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Angeli.it publishe.2010: 335#348
- **The Collaboratory for Research on Global Projects (CRGP): Structure, Philosophy and Activities** *Project Perspectives*  
Levitt, Raymond, E., Orr, Ryan, J.  
2010; 32: 12#14
- **Overview of The Virtual Design Team (VDT): A Computational Model of Project Teams** *Project Perspectives*  
Levitt, Raymond, E.  
2010; 32: 42#47
- **Acquiring Local Knowledge for International Projects** *Journal of Construction Engineering & Management, ASCE*  
Javernick#Will, Amy, N., Levitt, R. E.  
2010; 11 (35): 339#346
- **How industry structure retards diffusion of innovations in construction**  
Sheffer, D., A., Levitt., R., E.  
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- **Expatriation Strategies of Freelance Expatriates for Project-Based Industries: Case Studies of High#Speed Railways in China and Taiwan**  
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- **Simulating Learning Dynamics in Project Networks** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*  
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- **The Global Dimension of Robust Project Network Design** *Journal of Construction Engineering & Management, ASCE*  
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- **Knowledge as a contingency Variable for Organizing Knowledge management solutions**  
Javernick#Will, A., Levitt, Raymond, E.  
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- **Acquiring Local Knowledge for International Projects.**  
Javernick#Will, A., Levitt, Raymond, E.  
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- **Expatriation Strategies for Project#Based Industries**  
Chi, S., Levitt, R.  
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- **Acquiring Local Knowledge for International Projects.**  
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- **Strategic and Cultural Drivers of Renegotiation Approaches in Infrastructure Concession Agreements.**  
Chan, H., Levitt, R.  
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- **The impacts of Infrastructure PPPs on Public sector Capacity**  
Jooste, Stephan, F., Levitt, R., E.  
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- **Normative and Cognitive institutional Supports for Relational Contracting. CRGP**  
Henisz, Witold, J., Levitt, Raymond, E.  
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- **Streams of shared knowledge: computational expansion of knowledge-flow theory** *KNOWLEDGE MANAGEMENT RESEARCH & PRACTICE*  
Nissen, M. E., Orr, R. J., Levitt, R. E.  
2008; 6 (2): 124-140
- **Executing Your Strategy: How to Break it Down and Get it Done**  
William, M., Levitt, Raymond, E., Morgan, M.  
Harvard Business School Press, Boston, MA.2008
- **Infrastructure Construction Projects in Transnational Contexts**  
Levitt, Raymond, E., Orr, Ryan, J., Scott, W., Richard  
2008
- **Mobilizing Knowledge for International Projects**  
Javernick#Will, A., Levitt, Raymond, E., Scott, W., Richard  
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- **CEM research for the next 50 years: Maximizing economic, environmental, and societal value of the built environment** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*  
Levitt, R. E.  
2007; 133 (9): 619-628
- **Institutional theory as a framework for analyzing conflicts on global projects** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*  
Mahalingam, A., Levitt, R. E.  
2007; 133 (7): 517-528
- **Safety issues on global projects** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*  
Mahalingam, A., Levitt, R. E.  
2007; 133 (7): 506-516
- **Designing quality into project organizations through computational organizational simulation** *JOURNAL OF ORGANIZATIONAL COMPUTING AND ELECTRONIC COMMERCE*



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- Thomsen, J., Kunz, J. C., Levitt, R. E.  
2007; 17 (1): 1-27
- **The Virtual Design Team and Quantum™: Comparison of project organization models**  
Fishman, I., Levitt, R.  
2007
  - **Strategic Execution Mastery**  
Levitt, Raymond, E.  
2007
  - **Flight Simulate Your Project Organization**  
Levitt, Raymond, E.  
2007
  - **Aligning Innovations to Design and Construction Networks**  
Taylor, John, E., Levitt, Raymond, E.  
2007
  - **The Virtual Design Team and Checkit™: Comparison of project organization models**  
Fishman, I., Levitt, R.  
2007
  - **The Research Challenges of Finding Better Governance Structures to Plan and Execute Multi#national, Multi#sectoral, Long Lived Projects.**  
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  - **Strategic Execution Mastery**  
Levitt, Raymond, E.  
2007
  - **Hypothesis Testing of Edge Organizations: Empirically Calibrating an Organizational Model for Experimentation**  
MacKinnon, Douglas, J., Ramsey, M., Levitt, Raymond, E., Nissen, Mark, E.  
2007
  - **Enhanced Governance to Deliver Civil Infrastructure for a Billion New People: An Opportunity for Research on Leadership and Management of Construction**  
Levitt, Raymond, E.  
2007
  - **Innovation Alignment and Project Network Dynamics: An Integrative Model for Change** *Project Management Journal*  
Taylor, John, E., Levitt, Raymond, E.  
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  - **Designing Quality into Project Organizations through Computational Organizational Simulation.** *Journal of Organizational Computing and Electronic Commerce*  
Thomsen, J., Kunz, John, C., Levitt, Raymond, E.  
2007; 1 (17): 1#27
  - **Simulating Learning in Interorganizational Networks: The Insidious Role of Task Interdependence and Relational Instability on System#level Learning**  
Taylor, John, E., Levitt, Raymond, E., Villaroel, A.  
2006
  - **Knowledge Management Research through Computational Experimentation** *Encyclopedia of Knowledge Management*  
Nissen, M., E., Levitt, R., E.  
edited by Schwartz, D., G.  
2006: 51#80
  - **Embeddedness, Emergent Uncertainty and Strategies for Foreign Markets**  
Orr, Ryan, J., Levitt, R aymond, E.

2006

- **Knowledge Flow Dynamics in Project-based Industries: Implications for Innovation, Productivity and Strategy**  
Taylor, J., E., Levitt, R., E.  
2005
- **Knowledge as Inventory: Near-Optimizing Knowledge and Power Flows in Edge Organizations (Phase One)**  
MacKinnon, D., J., Levitt, R., E., Nissen, M., E.  
2005
- **Impact of Multiple Normative Systems on Organization Performance of International Joint Ventures**  
Horii, T., Jin, Y., Levitt, Raymond, E.  
2005
- **Cultural Clashes in International Infrastructure Development Projects: Which Cultures Matter?**  
Mahalingam, A., Levitt, Raymond, E., Scott, W., Richard  
2005
- **Modeling Systemic Innovation in Design and Construction Networks** *Center for Integrated Facility Engineering*  
Taylor, J., Levitt, R.  
2005
- **Discontinuity in organizations: Knowledge flow behaviors in sequential workflow processes.** *CRGP*  
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- **Discontinuity in organizations: Impacts of knowledge flows on organizational performance.** *CRGP*  
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- **Aligning Innovations to Networks: The Global Challenge**  
Taylor, J., Levitt, R.  
2005
- **Understanding and Mitigating Challenges on Global Projects: The Role of the Freelance Expatriate**  
Mahalingam, A., Levitt, R.  
2005
- **Modeling and Analyzing Cultural Influences on Project Team Performance** *Journal of Computational and Mathematical Organization Theory*  
Horii, T., Jin, Y., Levitt, Raymond, E.  
2004; 4 (10): 305#321
- **Innovation, Interfaces and Market Structure: Cases from the USA and Finland**  
Taylor, John, E., Levitt, Raymond, E.  
2004
- **Can You Accelerate Your Project Using Extreme Collaboration? A Model Based Analysis**  
Chachere, J., Kunz, J., Levitt, R.  
2004
- **Organization Design Using Genetic Programming**  
KHosraviani, B., Levitt, Raymond, E.  
2004
- **Anticipating the effects of adaptive behavior on technology implementation using simulation modeling**  
Cain, C., H., Levitt, R., E., Goldstein, M., K.  
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- **Agent-Based Modeling of Knowledge Flows: Illustration from the Domain of Information Systems Design**  
Nissen, M., E., Levitt, R., E.

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- **Computational Modeling of Organizations Comes of Age** *Journal of Computational and Mathematical Organization Theory*  
Levitt, Raymond, E.  
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- **Bridging the Innovation Gap in Project#based Industries** *Center for Integrated Facilities Engineering*  
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- **Understanding and Managing the Effects of Institutional Differences on Global Projects**  
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2004
- **Modeling and Analyzing Cultural Influences on Team Performance through Virtual Experimentation**  
Horii, T., Jin, Y., Levitt, R.  
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- **Challenges on Global Projects—An Institutional Perspective**  
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- **The Virtual Team Alliance (VTA): Extending Galbraith's Information#processing Model to Account for Goal Incongruency** *Journal of Computational and Mathematical Organization Theory*  
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- **Agent#Based Modeling of Knowledge Dynamics** *Journal of Knowledge Management Research and Practice*  
Nissen, M., Levitt, Raymond, E.  
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- **Observation, Theory, and Simulation of Integrated Concurrent Engineering: Grounded Theoretical Factors and Risk Analysis Using Formal Models** *in Project Risk Management Principles and Practices*  
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- **Understanding and Managing Systemic Innovation in Project--#based Industries.** *Innovations: Project management research 2004*  
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edited by Slevin, D., P., Cleland, D., I., Pinto, J., K.  
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- **Interaction value analysis: When structured communication benefits organizations** *ORGANIZATION SCIENCE*  
Nasrallah, W., Levitt, R., Glynn, P.  
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- **Distributed coordination of project schedule changes using agent-based compensatory negotiation methodology** *AI EDAM-ARTIFICIAL INTELLIGENCE FOR ENGINEERING DESIGN ANALYSIS AND MANUFACTURING*  
Kim, K. S., Paulson, B. C., Levitt, R. E., Fischer, M. A., Petrie, C. J.

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- **Realism and control: Problem-based learning programs as a data source for work-related research** *INTERNATIONAL JOURNAL OF ENGINEERING EDUCATION*  
Zolin, R., Fruchter, R., Levitt, R. E.  
2003; 19 (6): 788-798
- **The Impact of Rating Systems on Subcontracting Decisions - A Transaction Cost Analysis** *Center for Integrated Facility Engineering*  
Ekström, Martin, A., Björnsson, Hans, C., Kunz, John, C., Levitt, Raymond, E., Nass, Clifford, I.  
2003
- **Concepts and Tools to Design Project Organizations**  
Levitt, Raymond, E.  
2003
- **Management and Leadership Education for Civil Engineers: Teaching Virtual Design and Construction for Sustainability**  
Kunz, John, C., Levitt, Raymond, E., Fischer, M.  
2003
- **Model Comparisons: Docking ORGAHEAD and SimVision**  
Louie, M., A., Carley, K., M, Haghshenass, L., Kunz, J., C., Levitt, R., E.  
2003
- **Dynamic Models of Knowledge#Flow Dynamics**  
Nissen, Mark, E., Levitt, Raymond, E.  
2003
- **Computational Modeling of Organizations Comes of Age**  
Levitt, Raymond, E.  
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