

# Anita M. McGahan

(416) 978-6188

[amcgahan@rotman.utoronto.ca](mailto:amcgahan@rotman.utoronto.ca)

## ACADEMIC APPOINTMENTS

- ROTMAN SCHOOL OF MANAGEMENT, TORONTO, ON  
UNIVERSITY OF TORONTO
- 2008-present Rotman Chair in Management. Course head, core strategy. Promotion and tenure committees. Teaching awards. Advisory Committee for the Appointment of Dean, 2010 and 2012-2013. University of Toronto Press Advisory Board, 2008-2014. Senior Fellow, Massey College, 2013-present.
- 2015-present Cross Appointed to the Physiology Department of the Medical School.
- 2012-present Cross Appointed to the Faculty of the Munk School of Global Affairs. Executive Board of the Institute for Global Health Equity and Innovation. Steering Committee of the Centre for Urban Science and Progress. Committee on the Future of Medical Academics.
- 2010-2015 Associate Dean, Research (ADR). Director of the PhD Program. Senior Management Group. During the period of appointment, the Rotman School's rank among business schools in the Financial Times rose in my areas of responsibility rose from #17 to #3, and the PhD Program ranking rose from #11 to #4. The ADR is responsible for maintaining a productive, active, and impactful research climate in the School by overseeing the School's research centers and labs, the Business Information Center, and the Rotman PhD Program. The ADR coordinates the administration of centre reviews, oversees research awards, and sets, in cooperation with the Vice-Dean, Academic, priorities for research initiatives. The ADR coordinates the pursuit of financial support for faculty research and represents the Rotman School in the University community on matters related to research. The ADR seeks to promote understanding of the School's research accomplishments in the business and academic communities. In addition, the ADR is a member of the Senior Management Group and contributes to the School's general management.
- 2011-2015 Awards and Honors Committee
- 2010-2015 Research Advisory Board
- 2009-2010 Chair of the Centres & Research Committee
- 2008-2010 Fellow, AIC Center for Corporate Citizenship
- 2007-present Professor of Strategic Management. Service on several School committees. Affiliated with the Centre for Health Sector Strategy. Visiting Professor during the Fall of 2006

HARVARD GRADUATE SCHOOL OF BUSINESS ADMINISTRATION BOSTON, MA

- Taught in the doctoral program, the executive education program, and the required and elective curriculum of the M.B.A. program. Principal teaching assignments in competition and strategy. Developed course material for the required survey course on strategy and the specialized elective course on business-unit strategy. Created new elective entitled "Strategy and Business Performance," which covered the achievement and sustainability of competitive advantage and models of industry evolution. Taught business history and ethics
- 2002-present Senior Institute Associate, Institute for Strategy and Competitiveness
- 2001-2002 Fellow, Institute for Strategy and Competitiveness

1996-2000	Associate Professor, Competition & Strategy	
1991-1996	Assistant Professor, Competition & Strategy	
1990-1991	Dean's Fellow	
	<b>BOSTON UNIVERSITY</b>	<b>BOSTON, MA</b>
2013-2014	Visiting Professor	
2004-2007	Inaugural Everett Lord Distinguished Faculty Scholar	
2000-2007	Professor, Strategy & Policy. Developed and chaired new required capstone core course in the MBA program called "Competition, Innovation and Strategy." Developed new elective courses entitled "Government, Society and International Entrepreneurship" and "How Industries Evolve," both of which were rated by students at 4.9 on a 5-point scale from the outset. Elected "Professor of the Year." Elected by colleagues to the faculty policy committee for the School of Management. Selected by the incoming President of the University to serve on his advisory council. Advised minority and foreign students in the Humphrey Fellows Program	
2002-2004	Chairman, Strategy & Policy. Managed 42-member faculty group. Served on the School's Operating Committee. Worked with colleagues to establish an MBA concentration in Strategy	
2004	Executive MBA Program, Module 2 Coordinator and core faculty member	
	<b>HARVARD UNIVERSITY</b>	
2012	Instructor in course on global health offered to Harvard undergraduates on site at the Great Lakes University of Kenya in Kisumu	
	<b>HARVARD MEDICAL SCHOOL</b>	<b>BOSTON, MA</b>
2008-2009	Visiting Professor, Division of Social Medicine and Health Inequalities	
	<b>LONDON BUSINESS SCHOOL</b>	<b>LONDON, UK</b>
2007	Visiting Professor, Strategic Management and International Business, Winter/Spring	
	<b>AUSTRALIAN GRADUATE SCHOOL OF MANAGEMENT</b>	<b>SYDNEY, AU</b>
2005	Visiting Professor, Strategy, Spring	
	<b>STANFORD GRADUATE SCHOOL OF BUSINESS</b>	<b>PALO ALTO, CA</b>
1996-1997	Visiting Scholar, Strategy	

***BOARD AND ADVISORY RESPONSIBILITIES***

2014-present	MACARTHUR RESEARCH NETWORK ON OPENING GOVERNANCE Faculty member	NEW YORK, NY
2013-present	ACADEMY OF MANAGEMENT Elected by 18,000+ international members into the governance rotation leading to the Presidency, and to a five-year term on the Board of Governors Vice President Elect (2013-2014)      Vice President (2014-2015) President Elect (2015-2016)      President (2016-2017) Past President (2017-2018) Career Distinguished Educator, 2012. Irwin Distinguished Educator, 2010.	NEW YORK, NY

Terry Award Selection Chair, 2010. Terry Award Selection Committee, 2009.  
Elected positions in Academy of Management, Business Policy & Strategy Division:  
Past Division Chair, 2007-2008; Division Chair, 2006-2007; Division Chair-Elect,  
2005-2006; Program Chair, 2004-2005; Assistant Program Chair, 2003-2004; Executive  
Committee, 2000-2002; Research Committee, 1999-2000.

2013-2016	CCC DOCTORAL CONSORTIUM Advisory Board.	
2016-present 2011-present	GRAND CHALLENGES CANADA Scientific Advisory Board. Vice Chair. Chair, Transition-to-Scale Subcommittee. Scientific Advisory Board. Investment Subcommittee. Point-of-Care Diagnostics Subcommittee. Grand Challenges Explorations Subcommittee. Transition-to-Scale Subcommittee. Saving Lives at Birth Subcommittee.	TORONTO, ON
2011-present	UJENZI TRUST Board member	BOSTON, MA
2010-present 2007-2010	MASSACHUSETTS GENERAL HOSPITAL Chief Economist, Division of Global Health and Human Rights Senior Economist, Division of Global Health and Human Rights	BOSTON, MA
2005-present 2008-2014	DANISH RESEARCH INSTITUTE ON INDUSTRIAL DYNAMICS (DRUID) Member of Scientific Board Chairman of the Scientific Board	COPENHAGEN, DK
2012-2017	SAVING LIVES AT BIRTH A joint initiative of USAid, the Norwegian Ministry of Foreign Affairs, the Gates Foundation, Grand Challenges Canada and UKAid. Review Board member	WASHINGTON, DC
2010-2013	IMPERIAL COLLEGE LONDON Innovation and Entrepreneurship Advisory Board	LONDON, UK
2012-2013	GOVERNMENT LAB PRE-NETWORK John D. and Catherine T. MacArthur Foundation and Knight Foundation initiative at the Wagner School, New York University	NEW YORK, NY
2010-2011	CANADIAN COUNSEL OF ACADEMIES Member of expert panel convened to assess Canada's Strategic Role in Global Health and to express a rationale for Canada to play a more significant role in global health leadership	TORONTO, ON
2006-2008	GLOBAL HEALTH INITIATIVE, BOSTON UNIVERSITY Steering Committee member	BOSTON, MA
2005-2006	PRESIDENT'S COUNCIL, BOSTON UNIVERSITY Member of a 14-member Faculty Council selected by the President of the University to consider various issues related to University strategy	BOSTON, MA
1994-2001	NEIGHBORHOOD and COMMUNITY ASSOCIATIONS	

Director and Board member of four neighborhood and community associations

### ***EDUCATION***

- 1988-1990 HARVARD GRADUATE SCHOOL CAMBRIDGE, MA  
OF ARTS AND SCIENCES  
Ph.D. and M.A. in Business Economics (November 1990); achieved both degrees in two years. Dean's Doctoral Fellow. Dissertation entitled "Uncertainty About Demand and Imperfect Competition in New Markets." Special fields: industrial organization, competition and business strategy. Advisors: Carliss Baldwin, Richard E. Caves (chair), Pankaj Ghemawat
- 1984-1986 HARVARD GRADUATE SCHOOL BOSTON, MA  
OF BUSINESS ADMINISTRATION  
M.B.A. with high distinction. George F. Baker Scholar. First- and second-year honors. Elected officer of several student organizations
- 1978-1982 NORTHWESTERN UNIVERSITY EVANSTON, IL  
B.A. in Humanities, Phi Beta Kappa. Concentration in political and social thought. Senior thesis: "Distribution According to Merit: Aristotle's Distributive Justice and Modern Equal Opportunity." Advisor: Jane J. Mansbridge. Elected president of the Humanities College and Chairman of the Council of Presidents. Officer of several other student organizations. Teaching Assistant. American Management Associations Scholarship

### ***BUSINESS EXPERIENCE***

- 2012-present BOSTON TORONTO GROUP BOSTON, MA
- 2002-2012 THE FACULTY GROUP ARLINGTON, MA
- 2001-2002 DIGITAS CORPORATION BOSTON, MA  
Advisor to senior leadership team
- 2000 Senior Vice President, Digital Strategy Group. Responsible for developing intellectual capital to fulfill Digitas' mission for designing and integrating Web strategy with core activities for the firm's Fortune 100 clients. Participated on the senior management team during the company's initial public offering. Continued as advisor after returning to full-time scholarship in Fall 2000
- 1991-2000 INDEPENDENT CONSULTING CAMBRIDGE & BOSTON, MA  
Advised several leading technology companies in testing new concepts of business strategy, particularly regarding industry evolution and new product development
- 1986-1988 MCKINSEY & COMPANY NEW YORK, NY  
Consultant in the Financial Institutions Group and member of the Strategy and Organizations practices. Assignments included evaluating opportunities for serving small businesses for a money center bank, reorganizing the finance and systems functions of a major regional bank, and studying a prospective acquisition in the consumer products industry
- 1983-1985 MORGAN STANLEY & CO., INC. NEW YORK, NY

Financial Analyst, Management Information Systems Department. Evaluated mainframe hardware and software investments. Managed several analysts on special project teams reporting to senior management

1982-1983 PRUDENTIAL REINSURANCE COMPANY NEWARK, NJ  
Corporate Modeling Analyst and Reinsurance Pricing Analyst, Actuarial Department. Designed, developed and maintained mathematical models for assessing clients' expansion plans. Researched workers' compensation legislation and recommended pricing on property and casualty lines

### *HONORS*

2016 Senior Fellow of the World Health Organization's Collaborating Centre on Pharmaceutical Governance

2015 Elected Fellow of the Academy of Management

2014 Carol and Dan Burack Lecture, University of Vermont

2014-present Senior Distinguished Research Fellow, Innovation Policy Lab, Munk School of Global Affairs, University of Toronto

2013-present Senior Fellow, Global Cities Institute, John H. Daniels Faculty of Architecture, University of Toronto

2013-present Executive Committee, Institute for Global Health Innovation and Equity Dalla Lana School of Public Health, University of Toronto

2013-present Aspen Institute Advisor on Faculty Pioneer Award

2012 Elected Fellow of the Strategic Management Society

2012 Career Distinguished Educator Award, Academy of Management

2012-present External Examiner, London School of Economics

2011 Monroe-Paine Lecturer, University of Missouri

2011 Teaching Fellow, Rotman Teaching Effectiveness Centre

2011 Excellence in Teaching Award, MBA Program, Rotman School of Management

2011 Visiting International Fellow, Advanced Institute of Management (AIM)

2010 Irwin Distinguished Educator Award, BPS Division, Academy of Management

2010 Chair, Terry Award Committee, Academy of Management (best book award)

2010 Excellence in Teaching Award, MBA Program, Rotman School of Management

2009 Imperial College, AIM Fellow

2009 University Hooder, Convocation, Honorary Degree to Michael E Porter, and Honorary Degree Conference presentations

2009 Excellence in Teaching Award, MBA Program, Rotman School of Management

2009 Member, Terry Award Committee, Academy of Management (best book award), one of 5 faculty members involved in selecting the best book of 2007/2008

2008 Excellence in Teaching Award, MBA Program, Rotman School of Management

2008 Distinguished Service Award, Academy of Management BPS Division

2006 Graduation Speaker, Boston University (elected by Executive MBA students)

2006 Professor of the Year, presented by MBA students, Boston University

2004 Elliott W. Lord Distinguished Faculty Scholar, Inaugural Award

2004 Professor of the Year, Inaugural Award, presented by students in the part-time MBA program (elected by students)

2003 Graduation Speaker, Boston University (elected by students)

2002 Hightower Distinguished Lecturer, Emory University, Atlanta GA

2002 Beta Gamma Sigma: inducted by nomination into the national honorary society in business and management

2002	Darwin Magazine: nominating committee for Darwin's Fittest 50 Awards on innovation in managing risk
2001	CIO Magazine: one of 5 international experts on innovation
1986	George F. Baker Scholar, Harvard Graduate School of Business Administration
1982	Phi Beta Kappa, Northwestern University

#### GRANTS AND FELLOWSHIPS

2016-2019	Social Science and Humanities Research Council (SSHRC) Grant, Canada, "For-Profit Firms in Emerging Markets: Their Role and Impact in Creating Market-Based Institutions," Principal Investigator, \$201,801
2014-2017	MacArthur Research Network on Opening Governance. New York, NY. One of 12 network faculty gathering evidence and designing new forms of governing, \$5,000,000 for the network with \$120,000 subaward
2012-2017	Social Sciences and Humanities Research Council (SSHRC) Grant, Canada, "Business formation and innovativeness in and from emerging markets," Principal Investigator, \$425,850
2012- 2013	Center for Health Market Innovations, "Reported Outcomes, Strategy and Performance Measurement: Analysis of the Center for Health Market Innovations Database," co-PI with Onil Bhattacharyya, \$219,806
2011	Senior Fellow, Massey College, University of Toronto
2009, 2011	Imperial College, AIM Fellow and Visiting Faculty
2009-2012	SSHRC Grant, Canada, "Innovation in Pharmaceuticals Before and After Implementation of Patent Protection," \$61,540
2008-2010	Appointed Fellow of the AIC Institute for Corporate Citizenship, Rotman School, University of Toronto
2007-2008	Brookings Institute Grant administered by the Rockefeller Foundation, co-investigator with Onil Bhattacharyya, principal investigator, "Better Understanding the Role of the Private Sector in Health Systems: Challenges and Opportunities," \$149,863
2007-2008	Connaught Grant, Rotman School, University of Toronto, \$10,000
2006-2007	Boston University Everett Lord Fund Research Grants; \$20,000 (US)
2005-2006	Boston University BUILDE Research Grants, \$20,000 (US)
2004-2007	Boston University, Systems Research Center, Research Grants \$40,000 (US)
1989-1991	Dean's Doctoral Fellowship, Harvard Graduate School of Business Administration, \$150,000 of which \$100,000 used due to early graduation (US)

#### EDITORIAL BOARD RESPONSIBILITIES

##### ACTIVE

- [1] *Stanford Social Innovation Review*, Academic advisory board, 2012-present
- [2] *Strategic Management Journal*, Editorial Board, 2001-present; Associate Editor, 2010-2017; Special Issue on Public-Private interaction, 2017-present
- [3] *Strategic Organization*, Founding Member, Editorial Board, 2001-present
- [4] *Strategy Science*, Editorial Board, 2014-present

##### COMPLETED

- [5] *Academy of Management Journal*, Editorial Board, 2013-2017
- [6] *Academy of Management Perspectives*, Editorial Board, 2012-2017
- [7] *Academy of Management Discoveries*, Editorial Board, 2013-2017
- [8] *Research Policy*, Advisory Editor, 2010-2017

- [9] *Management Science*, Associate Editor, Business Strategy Division, 1995-2014
- [10] *Academy of Management Review*, Editorial Board, 2004-2014
- [11] *European Management Review*, Editorial Board, 2009-2017
- [12] *Global Strategy Journal*, Co-Editor with Tim Devinney and Maurizio Zollo, Special Issue on Global Stakeholder Strategy, 2013
- [13] *Strategic Entrepreneurship Journal*, Co-Editor with Jay Barney and Bennet Zelner, Special Issue on Entrepreneurship in the Public Interest, 2012
- [14] *Journal of Management Studies*, Co-Editor with Gerry George and Jaideep Prabhu, Special Issue on Organizational Innovation for Inclusive Growth, 2012
- [15] EGOS 2011, Co-organizer with Lourdes Sosa and Myrna Flores, track on "Innovation in Emerging Markets," 2011
- [16] *Advances in Strategic Management*, vol. 21, 2004, with Joel A.C. Baum
- [17] Section on the Impact of Porter's Competitive Strategy, *Academy of Management Executive*, (May 2002), with Nicholas Argyres
- [18] *International Journal of Strategic Change Management*, Consulting Editor, 2006-2009

#### JOURNAL/REFEREED ARTICLES

- [1] "Criteria to assess potential reverse innovations: Opportunities for shared learning between high and low income countries," Onil Bhattacharyya, Diane Wu, Kathryn Mossman, Leigh Hayden, Pavanpreet Gill, Yu-Ling Cheng, Abdallah Daar, Dilip Soman, Christina Synowiec, Andrew D. Taylor, Joseph Wong, Max von Zedtwitz, Stanley Zlotkin, William Mitchell, and Anita McGahan, *Globalization and Health* (2017), 13:4, DOI: 10.1186/s12992-016-0225-1, January 25, available at <https://goo.gl/lat5qc>
- [2] "A pragmatic randomized control trial and realist evaluation on the implementation and effectiveness of an internet application to support self-management among individuals seeking specialized mental health care: a study protocol," Jennifer M Hensel; Jay Shaw; Lianne Jeffs; Noah M Ivers; Laura Desveaux; Ashley Cohen; Payal Agarwal; Walter P Wodchis; Joshua Tepper; Darren Larsen; Anita McGahan; Peter Cram; Geetha Mukerji; Muhammad Mamdani; Rebecca Yang; Ivy Wong; Nike Onabajo; Trevor Jamieson; R Sacha Bhatia, *BMC Psychiatry* (2016), 16:350, doi:10.1186/s12888-016-1057-5, available at <http://rdcu.be/lsgQ>
- [3] "Healthcare's Grand Challenge: Basic Science on Diseases that Primarily Afflict the Poor," Keyvan Vakili and Anita M. McGahan, *Academy of Management Journal* (2016), Vol. 59, No. 6, 1917–1939. <http://dx.doi.org/10.5465/amj.2015.0641> available at <http://amj.aom.org/content/early/2016/07/28/amj.2015.0641.full.pdf+html>
- [4] "How Do Firms and Markets Co-Develop? Exploring the Role of Incubators in Emerging Market Economics," Nilanjana Dutt, Olga V. Hawn, Elena Vidal, Aaron Chatterji, Anita M McGahan, and Will Mitchell, *Academy of Management Journal* (2016) 59:766-790 doi:10.5465/amj.2014.0286, available at <http://amj.aom.org/content/59/3/818.abstract?etoc>
- [5] "Governance and pharmacovigilance in Brazil: A scoping review," Kathy Moscou, Jillian Claire Kohler, Anita M. McGahan, *The Journal of Pharmaceutical Policy and Practice*, (2016) 9:3, DOI 10.1186/s40545-016-0053-y, available at <https://jopp.biomedcentral.com/articles/10.1186/s40545-016-0053-y>

- [6] "Assessing health program performance in low- and middle-income countries: building a feasible, credible, and comprehensive framework," Onil Bhattacharyya, Kathryn Mossman, John Ginther, Leigh Hayden, Raman Sohal, Jieun Cha, Ameya Bopardikar, John A. MacDonald, Himanshu Parikh, Ilan Shahin, Anita McGahan, and Will Mitchell, Globalization and Health 11:51 (December 2015), 1-16
- [7] "Are global and regional improvements in life expectancy and in child, adult and senior survival slowing?," Ryan J Hum, Stéphane Verguet, Yu-Ling Cheng, Anita M McGahan, Prabhat Jha, PLOS One (2015)
- [8] "Progress in Human Embryonic Stem Cell Research in the United States between 2001 and 2010," Keyvan Vakili, Anita M McGahan, Rahim Rezaie, William Mitchell, Abdallah Daar, PLOS One (March 26, 2015), available at <http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0120052> DOI: 10.1371/journal.pone.0120052
- [9] "Trans-national Scale-up of Services in Global Health," Ilan Shahin, Raman Sohal, John Ginther, Leigh Hayden, John A. MacDonald, Kathryn Mossman, Himanshu Parikh, Anita McGahan, Will Mitchell, and Onil Bhattacharyya, PLOS One (November 2014), DOI:10.1371/journal.pone.0110465, available at <http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0110465>
- [10] "The reorganization of legitimate violence: The contested terrain of the private military and security industry during the post-cold war era," Joel AC Baum and Anita M McGahan, Research in Organizational Behavior 33 (November 2013), pp. 3-37, <http://www.sciencedirect.com/science/article/pii/S0191308513000063>
- [11] "A Research Agenda for Global Stakeholder Strategy," Timothy Devinney, Anita M McGahan and Maurizio Zollo, Global Strategy Journal 3 :4(November 2013), pp. 325-37, doi: 10.1111/j.2042-5805.2013.01066.x
- [12] "An International Comparative Public Health Analysis of Sex Trafficking of Women and Girls in Eight Cities: Achieving a More Effective Health Sector Response," Wendy Macias Konstantopoulos, Roy Ahn, Elaine J. Alpert, Elizabeth Cafferty, Anita McGahan, Timothy P. Williams, Judith Palmer Castor, Nadya Wolferstan, and Thomas F. Burke, Journal of Urban Health (October 2013), doi:10.1007/s11524-013-9837-4
- [13] "Intellectual Property Protection and the Geography of Trade ," Mercedes Delgado, Margaret K. Kyle, and Anita M McGahan, Journal of Industrial Economics 61:3 (September 2013), pp. 733-762
- [14] "Entrepreneurship in the Public Interest: Introduction to the Special Issue," Anita M McGahan, Bennet A. Zelner and Jay B. Barney, Strategic Entrepreneurship Journal 7 (March 2013), pp. 1-5
- [15] "Capabilities and Strategic Entrepreneurship in Public Organizations," Peter Klein, Joseph T. Mahoney, Anita M McGahan, and Christos Pitelis, Strategic Entrepreneurship Journal 7 (March 2013), pp. 70-91
- [16] "Human Trafficking Educational Resources for Health Professionals: Review and Recommendations," Roy Ahn, Elaine J Alpert, Genevieve Purcell, Wendy Macias Konstantopoulos, Anita McGahan, Elizabeth Cafferty, Melody Eckardt, Kathryn Conn, Kate Cappetta, Thomas F Burke, American Journal of Preventive Medicine 44:3 (March 2013), pp. 283-289
- [17] "Global Divergence in Critical Income for Adult and Childhood Survival: Analyses of Mortality using Michaelis-Menten," Ryan J. Hum, Prabhat Jha, Anita M McGahan and Yu-Ling Cheng, eLife 1 (2012), pps. 1-17



- [18] "Investments in Pharmaceuticals Before and After TRIPS," Margaret K. Kyle and Anita M McGahan, Review of Economics and Statistics 94: 4 (November 2012), pp. 1157-1172
- [19] "Globalization of Health Innovation," Rahim Rezaie, Anita M McGahan, Abdallah Daar and Peter Singer, Nature Biotechnology 30:10 (October 2012), pp. 923-925
- [20] "Challenges of the Informal Economy for the Field of Management," Anita M. McGahan, Academy of Management Perspectives 26 (August 2012), pp. 12-21
- [21] "A Property Rights Approach for a Stakeholder Theory of the Firm," Peter Klein, Joseph T. Mahoney, Anita M McGahan and Christos Pitelis, Strategic Organization 10:3 (2012), pp. 304-315
- [22] "Innovation for Inclusive Growth: Towards a Theoretical Framework and a Research Agenda," Gerry George, Anita M McGahan and Jaideep Prabhu, Journal of Management Studies 49:4 (June 2012), pp. 661-683
- [23] "Emergence of Biopharmaceutical Innovators in China, India, Brazil, and South Africa as Global Competitors and Collaborators," Rahim Rezaie, Anita M. McGahan, Sarah E. Frew, Abdallah S. Daar, and Peter A. Singer Health Research Policy and Systems 10:18 (2012) available at <http://www.health-policy-systems.com/content/10/1/18>
- [24] "Sex Trafficking of Women and Girls in Metro Manila: Identifying Key Trafficking Determinants and Proposing a Local Health System Response," Timothy P Williams, Elaine J Alpert, Roy Ahn, Elizabeth Cafferty, Wendy Macias Konstantopoulos, Anita M McGahan, Nadya Wolferstan, Judith Palmer Castor and Thomas F Burke, Health and Human Rights 12:2 (2010), pp. 136-147 available at [www.hhrjournal.org](http://www.hhrjournal.org)
- [25] "Innovative Health Service Delivery Models in Low and Middle Income Countries – What can we learn from the private sector?," Onil Bhattacharyya, Anita M McGahan, Sara Khor, David Dunne, Abdullah Daar and Peter Singer, Health Research Policy and Systems 8:24 (2010) available at <http://www.health-policy-systems.com/content/8/1/24>
- [26] "Toward a Theory of Public Entrepreneurship," Peter G Klein, Joseph T Mahoney, Anita M McGahan, and Christos N Pitelis, European Management Review Vol. 7, No. 1 (Spring 2010), pp. 1-15 (lead article). WINNER, EMR 2010 BEST PAPER AWARD.
- [27] "'Sustainability' in Global Health," Alice Yang, Anita M McGahan, and Paul E. Farmer, Global Public Health Vol. 5, No. 2 (March 2010), pp. 129-135, reprinted in Munk Monitor (Spring 2013)
- [28] "Economic Valuations in Global Health," Anita M McGahan and Gerald Keusch, Global Public Health Vol. 5, No. 2 (March 2010), pp. 136-142
- [29] "How Much Does Home Country Matter to Corporate Profitability?," Anita M McGahan and Rogerio Victor, Journal of International Business Studies Vol 41, No. 1 (January 2010), pp. 142-165.
- [30] "The Development of Capabilities in New Firms," Asli Arikan and Anita M McGahan, Strategic Management Journal, Vol. 31, No. 1 (January 2010), pp. 1-18 (lead article).
- [31] "Business-Model Innovation, General Purpose Technologies, Specialization and Industry Change," Alfonso Gambardella and Anita M McGahan, Long-Range Planning 43 (2010, special issue on Business-Model Innovation guest-edited by Charles Baden-Fuller and Ian McMillan), pp. 262-271.
- [32] "The Interdependence of Private and Public Interests," Joseph T Mahoney, Anita M McGahan, and Christos Pitelis, Organization Science Vol. 20, No. 6 (November-December 2009), pp. 1034-

- 1052, published online in *Articles in Advance*, pp. 1-19 (September 25) available at <http://orgsci.journal.informs.org/cgi/reprint/orsc.1090.0472v1>
- [33] "Academic Research that Matters to Managers: On Zebras, Dogs, Lemmings, Hammers & Turnips," *Academy of Management Journal* 50 (August 2007), pp. 754-761, available at: <http://www.aom.pace.edu/amj/editorials/McGahan.2007.pdf>
- [34] "The Field of Strategic Management Within the Evolving Science of Strategic Organization," Joseph Mahoney and Anita M McGahan, *Strategic Organization* 5:1 (2007), pp. 79-99, available at [http://www.business.uiuc.edu/Working\\_Papers/Main.asp](http://www.business.uiuc.edu/Working_Papers/Main.asp)
- [35] "Profiting from Technological Innovation by Others: The Effect of Competitor Patenting on Firm Value," Anita M McGahan and Brian S. Silverman, *Research Policy* (2006), 35:8, pp. 1222-1242, available at: <http://ideas.repec.org/a/eee/respol/v35y2006i8p1222-1242.html>
- [36] "Industry Performance and Changes in Competitor Characteristics: Evidence on Isolationism versus Mutual Forbearance," chapter 19, *Advances in Strategic Management*, vol. 23 – *Ecology and Strategy* (Elsevier, 2006), edited by Stanislav D. Dobrev, Arjen van Witteloostuijn and Joel A.C. Baum, pp. 641-677, information at [http://www.rotman.utoronto.ca/~baum/v23\\_toc.html](http://www.rotman.utoronto.ca/~baum/v23_toc.html)
- [37] "The Choice Among Acquisitions, Alliances and Divestitures," Belen Villalonga and Anita M McGahan, *Strategic Management Journal* 26:13 (December 2005), pp. 1183-1208, available at: <http://www3.interscience.wiley.com/cgi-bin/jhome/2144>
- [38] "Comment on Ruefli and Wiggins," Anita M McGahan and Michael E. Porter, *Strategic Management Journal* 26:9 (September 2005), pp. 873-880, available at: <http://www3.interscience.wiley.com/cgi-bin/jissue/110573548>
- [39] "Context, Technology and Strategy: Forging New Perspectives on the Industry Life Cycle," *Advances in Strategic Management*, volume 21 (Elsevier 2004), pp. 1-21, Nicholas Argyres, Joel A.C. Baum and Anita M McGahan, information at: [http://www.rotman.utoronto.ca/~baum/v21\\_toc.html](http://www.rotman.utoronto.ca/~baum/v21_toc.html)
- [40] "How Industries Change," *Harvard Business Review* (October 2004), pp. 98-106, Product R0410E, available at: [http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item\\_detail.jhtml?id=R0410E](http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.jhtml?id=R0410E)
- [41] "The Emergence and Sustainability of Abnormal Profits," Anita M McGahan and Michael E. Porter, *Strategic Organization* 1:1 (February 2003), pp. 79-108, available at: <http://www.sagepub.co.uk/PDF/JOURNALS/FULLTEXT/a031219.pdf>
- [42] "What Do We Know About Variance in Accounting Profitability?," Anita M McGahan and Michael E. Porter, *Management Science* 48:7 (July 2002), pp. 834-851, available at: <http://www.extenza-eps.com/extenza/contentviewing/viewJournalIssueTOC.do?issueId=812>
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[2] "How Much Does Industry Matter to Firm Performance in Emerging Economies," Francisco Diaz Hermelo, Hernan Etienneot, Anita M McGahan and Roberto Vassolo (May 2014), submitted, Reject & Resubmit, Strategic Management Journal

[3] "Outsourcing War: Private Military Companies and Command-and-Control Capabilities after the Cold War," Joel A.C. Baum and Anita M McGahan (October 2010), submitted, R&R, Strategic Management Journal

[4] "Collaborating to Manage Performance Trade-offs: How Fire Departments Preserve Life and Save Property," Jay Horwitz and Anita M McGahan, submitted

[5] "Trading-off on Multiple Outcomes: The Consequences of Formalizing Alliances on Project Performance," Jay Horwitz and Anita M McGahan, submitted, Reject and Resubmit, Strategic Management Journal

[6] "Strategy and the Libecap Paradox: Efficiency and Co-Adaptation of Organizations and Institutions," Peter Klein, Joseph Mahoney, Anita M McGahan, and Christos Pitelis, submitted, R&R, Academy of Management Review

[7] "Business Incubators and Voids in Market-Based Institutions: The Role of Open System Intermediaries," Nilanjana Dutt, Olga Hawn, Elena Vidal, Gregory Distelhorst, Aaron Chatterji, Anita M McGahan, Will Mitchell

[8] "Reasoned Observation of Human Trafficking: Implications for Management Scholarship," Roy Ahn, Thomas F Burke, Anita M McGahan, submitted, R&R, Academy of Management Discoveries

[9] "Globalization of Leading Edge Science: The Changing Landscape for Stem Cell and Other Regenerative Medicine Research," Keyvan Vakili, Rahim Rezaie, Abdallah Daar, Anita M McGahan, Will Mitchell, submitted, R&R, Academy of Management Discoveries

[10] "The Failure of the Bush 2001 Restrictions on Human Embryonic Stem Cell Research," Keyvan Vakili, Rahim Rezaie, Abdallah Daar, Anita M McGahan, Will Mitchell, submitted, R&R, PLOS One

[11] "Biopharmaceutical Innovation in China, India, Brazil and South Africa: Implications for the United States," Rahim Rezaie, Anita M McGahan, Sarah E Frew, Abdallah Daar and Peter Singer

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- [13] "Fiocruz: Public-Private Partnerships in Medicine," Sandro Cabral, Peter Klein, Sergio Lazzarini, and Anita M McGahan

#### **DEPARTMENTAL REVIEWS**

2016	Singapore Management University's LKC School of Business
2012	Copenhagen Business School, CRUISE
2010	London Business School, Strategy and International Management
2010	New York University, Stern School, Management and Organizations
2010	Bocconi University, Department of Management
2007	Copenhagen Business School, IVS

#### **PUBLISHED REVIEWS**

on *The Terrorist's Dilemma* by Jacob N. Shapiro, Administrative Science Quarterly (December 2014)

Interview of Michael E. Porter on the 20<sup>th</sup> Anniversary of *Competitive Strategy* with Nicholas Argyres for the Academy of Management Executive (May 2002)

on Bandwagon Effects in High Technology Industries by Jeffrey H. Rohlfs, Academy of Management Review (May 2002)

on *Technology and Market Structure: Theory and History* by John Sutton, Journal of Economic Literature (September 2000), pp. 669-670

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***INVITED OR REFEREED PRESENTATIONS: 1997-PRESENT***

Academy of Management meetings (26)

3<sup>rd</sup> AOM Entrepreneurship Exemplars Conference

Atlanta Competitive Advantage Conference (5)

Australian Graduate School of Management, Sydney AU (2)

Bocconi, Milan, Italy (4)

Boston College

Boston University (7)

Brigham Young University, Provo, UT

Brigham Young/University of Utah Conference, Salt Lake City UT (3)

Boston University School of Law

Cambridge University, Cambridge UK (2)

Columbia University, New York NY (3)

CCC, Kansas City, MO

Copenhagen Business School, Denmark (2)

Cornell University, Ithaca NY (3)

Credit Suisse First Boston Investor Conference, Newport RI

Dartmouth, Tuck School (3)

DRUID, Copenhagen, Denmark (11)

Duke University (2)



Emory University, Atlanta GA (3)  
EPPP, Paris, France (1)  
George Washington University  
Georgetown University, Washington DC (2)  
Georgia Institute of Technology, Atlanta GA  
Global Health and Innovation Conference, New Haven, CT (2)  
Gordon Institute of Business, Johannesburg SA (2)  
Harvard Business School Press, Burning Issues Conference, Chatham MA  
Harvard Medical School, Boston MA (3)  
Harvard University, Boston and Cambridge MA (11)  
HEC Paris  
IESE, Barcelona, Spain (2)  
Imperial College, London, Tanaka Business School (3)  
IMT, Lucca, Italy (1)  
INSEAD, Fontainebleu, France  
INSEAD, Singapore  
Johns Hopkins Carey School of Business, Baltimore MD  
Israel Strategy Conference  
London Business School Strategy Retreat, Bordeaux, France  
London Business School, London, England (7)  
Massachusetts Institute of Technology, Cambridge MA (3)  
Miami University of Ohio, Distinguished Entrepreneurship Scholar  
Munk School of Global Affairs (3)  
National Academy of Sciences & Institute of Medicine, New York, NY  
New York University, New York NY (6)  
Northwestern University, Evanston IL  
Ohio State University, Columbus OH (2)  
Simon Frasier University (2)  
Stanford University, Palo Alto CA (2)  
Strategic Management Society (5)  
Strategy Research Forum (3)  
Syracuse University  
Tilburg University (2)  
Toronto Symphony Orchestra, Young Leader's Council  
University of British Columbia, Vancouver BC (2)  
University of California, Berkeley CA (4)  
University of California, Irvine, CA  
University of Illinois, Champaign-Urbana IL (2)  
University of Maryland, College Park MD (2)  
University of Massachusetts, Amherst MA  
University of Michigan, Ann Arbor MI (6)  
University of Minnesota, Minneapolis MN  
University of Missouri, Columbia (2)  
University of North Carolina, Chapel Hill (2)

University of Southern California, Los Angeles, CA (2)  
University of Toronto, Toronto ON, Canada (6)  
University of Vermont, Burlington VT (2)  
University of Utah, Salt Lake City, UT  
University of Virginia, Charlottesville VA  
Washington University, St. Louis MO (2)  
West Coast Research Conference, Seattle, WA  
Wharton School, University of Pennsylvania, Philadelphia PA (7)  
Wharton Technology Strategy Conference (3)  
Winter Innovation Summit, Salt Lake City

***PROFESSIONAL SERVICE***

*Aspen Institute*, advisor to Business & Society group on Faculty Pioneer Awards, 2013, 2014, 2016  
*Sloan Management Review*, Jury for Best Article Award, 2004  
INFORMS Organization Theory Dissertation Competition, Judge, 2001-2007  
CCC Nelson Prize Award Judge, 2001-2008  
CCC Doctoral Consortium, Sponsor and Organizer, 2002  
CCC Doctoral Consortium, Faculty Member, 1993-present  
Elected by colleagues at Boston University School of Management to the school's central committee for faculty governance, 2005-2007  
Academy of Management, Doctoral Consortium, Business Policy & Strategy, Faculty, 1998, 2001  
Academy of Management, Mid-Career Consortium, Business Policy & Strategy, Co-Chair, 2002  
Strategy Research Forum Organizing Committee, 2000

***PRIMARY COMMITTEE ASSIGNMENTS***

***Rotman School of Management, University of Toronto***  
Task force member, Gender Diversity Committee  
Task force member, Values Taskforce  
Provostial Assessor  
Recruiting Committee

***Harvard Business School***

Judicial Review Board  
Research Policy Committee  
Faculty Teaching Seminar Coordinating Committee  
Financial Aid Committee  
Leadership & Learning Continuous Improvement Committee  
Initiative on Social Enterprise Committee  
Competition & Strategy Faculty Recruiting Committee

***Boston University***

President's Council, 2005-2006  
Faculty Development Committee, 2005-2006

Co-chair, Faculty Information Technology Services Task Force, 2002

Co-chair, BU Institute on Leading in the Digital Economy (BUILDE), 2000-2003

Humphrey Fellows Advisor, 2000-2002

MBA Policy Development Committee, 2000-2002

#### ***OTHER REFEREE RESPONSIBILITIES***

Business School Departmental review. National Science Foundation. The Business History Review; Interfaces; the International Economic Review; the International Journal of Industrial Organization; the Journal of Economic Behavior and Organization; the Journal of Economics and Management Strategy; the Journal of Financial Economics; the Journal of Industrial Economics; Organization Science; the Review of Economics and Statistics; Academy of Management meetings; American Marketing Association meetings.

#### ***PROFESSIONAL ASSOCIATIONS***

Academy of Management

American Economic Association

Strategic Management Society

#### ***DOCTORAL STUDENTS***

Michael Raynor, HBS '00

Tatiana Manolova, BU '03

Asli Arikan, OSU '04

Manuela Hoehn-Weiss, BU '06

Joseph LiPuma, BU '07

Rogério Victor, BU '08

Jay Horwitz, University of Toronto (Rotman) '11

Raffaele Conti, Bocconi '11

Rahim Rezaie, University of Toronto (Institute of Medicine) '11, post-doc (Rotman/Munk), '12, '13

Ken Simiyu, University of Toronto (Institute of Medicine) '11

Ilze Kivleniece, HEC Paris, '12

Keyvan Vakili, University of Toronto (Rotman), '13

Zdenek Necas, INSEAD and Western University, in process

Ryan Hum, University of Toronto (Engineering), in process

Kathy Moscou, University of Toronto (Pharmacy), in process

Carlos Inoue, University of Toronto (Rotman), in process

Dinsie Williams, University of Toronto (Pharmacy), in process, external reviewer

Leandro Pongeluppe, University of Toronto (Rotman), in process

#### ***COURSE DEVELOPMENT***

##### ***Industry Evolution***

"Driving Profitable Growth at US Auto Parts", with Amit Bhatia and Mary Tripsas, HBS 812-032 (September 2011)

***Healthcare***

“Health Insurance Access in Rwanda,” with Joseph Rhatigan, Julie Talbot, Erin Sullivan and Lucy Clarke, in process (March 2009, in development)

“Preparing Cases in Global Health Delivery” (April 15, 2008) with Andrew Ellner, Joseph Rhatigan, William Rodriguez and Rebecca Weintraub

“Organizations and Incentives in the Global Health Delivery Value Chain” (July 9, 2008) with William Rodriguez and Andrew Ellner

“Horizontal Health Systems” (May 31, 2008) with William Rodriguez

“Vertical Health Interventions” (July 9, 2008) with William Rodriguez

“Performance in Global Health Delivery” (July 9, 2008) with Andrew Ellner and William Rodriguez

***Strategy and Business Performance overviews***

“Strategy and Business Performance, Course Overview: Note for Instructors,” HBS 5-798-075

“Strategy and Business Performance, Course Overview,” HBS 1-798-123

“Strategy and Business Performance, Module 1: Strategy Tradeoffs and Performance Goals, Note for Instructors,” HBS 5-798-080

“Strategy and Business Performance, Module 2: The Characteristics of Persistent Performance,” HBS 5-798-079

“Strategy and Business Performance, Module 3: Addressing the Erosion of Superior Performance,” HBS 5-799-069

“Strategy and Business Performance, Module 4: Improving from Inferior Performance,” HBS 5-799-070

“Strategy and Business Performance, Module 5: Industry Evolution and Business Performance,” HBS 5-799-071

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“Building a Logic of Competition, Teaching Note,” HBS 5-798-073

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“Achieving and Sustaining Superior Performance,” HBS 9-797-039

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“Health Resources and Technology,” HBS 9-700-003 with Brian S. Silverman

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“Setting Strategic Goals,” HBS 9-700-017

*Strategy and Business Performance, Module 2: The Characteristics of Persistent Performance*

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"The U.S. Airline Industry in 1995, Teaching Note," HBS 5-799-023

"Saturn: A Different Kind of Car Company," HBS 9-795-010, with Research Associate Greg Keller

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/includes/search/search\\_results.jhtml?requestid=44538&requestid=44555](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/includes/search/search_results.jhtml?requestid=44538&requestid=44555)

"Saturn: A Different Kind of Car Company, Teaching Note," HBS 5-795-050

"Saturn: A Different Kind of Car Company," CD-ROM, HBS 9-795-702, with Research Associate Greg Keller

"Saturn: A Different Kind of Car Company," Video, HBS 9-795-510, with Research Associate Greg Keller [http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795510](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795510)

"Saturn Corporation's Module II Decision," HBS 9-795-011, with Research Associate Greg Keller

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795011](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795011)

"Saturn Corporation's Module II Decision, Teaching Note," HBS 5-795-088

"Saturn Corporation in 1996," HBS 9-797-052, with Research Associate Suzanne Purdy

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=797052](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=797052)

"Saturn Corporation in 1998," HBS 9-799-021

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=799021](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=799021)

"Saturn Corporation in 1998, Teaching Note," HBS 5-799-022

"Anheuser-Busch and the U.S. Brewing Industry," HBS 9-799-026

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=799026](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=799026)

"Anheuser-Busch and the U.S. Brewing Industry, Teaching Note," HBS 9-799-027

"Anheuser-Busch in 1999," HBS 9-700-056

"Anheuser-Busch in 1999, Teaching Note," HBS 5-799-027\*

"The Cellular Telephone Industry in 1999," HBS 9-700-034

"The Cellular Telephone Industry in 1999, Teaching Note," HBS 5-700-035\*

***Strategy and Business Performance, Module 3: Addressing the Erosion of Superior Performance***

"The Baseball Strike," HBS 9-796-059, with Research Associates John F. McGuire and Julia Kou  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=796059](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=796059)

"The Baseball Strike," Video

"The Baseball Strike, Teaching Note," HBS 5-799-072

"Sustaining Superior Profits: Customer and Supplier Relationships," HBS 9-797-045  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=797045](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=797045)

"Note on Competitive Positioning," HBS 9-794-108  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=794108](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=794108)

"Coming Soon: A Theater Near You," HBS 9-797-011, with Research Associate Geoff Verter  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=797011](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=797011)

"Coming Soon: A Theater Near You, Teaching Note," HBS 5-799-073

"The Pharmaceutical Industry in the 1990s," HBS 9-796-058, with Research Associates Dale O. Coxe, Greg Keller, and John F. McGuire  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=796058](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=796058)

"The Pharmaceutical Industry in the 1990s, Teaching Note," HBS 5-799-074

"Microsoft Corp.'s Pricing Policies," HBS 9-795-173  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795173](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795173)

"Microsoft Corp.'s Pricing Policies, Teaching Note," HBS 5-799-075

"Antitrust and Competitive Strategy in the 1990s," HBS 9-795-059, with Research Associate Julia Kou, condensed and updated from "Antitrust and Competitive Strategy in the 1980s" by Douglas D. Anderson

"Antitrust and Competitive Strategy in the 1990s (condensed)," HBS 9-797-012  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=797012](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=797012)

"Strategic Countermoves: Coca-Cola vs. Pepsi," HBS 9-795-133  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795133](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795133)

"Strategic Countermoves: Coca-Cola vs. Pepsi, Teaching Note," HBS 5-799-076

"Competition Policy in the European Union in 1995," HBS 9-796-038, with Research Associate Geoff Verter  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=796038](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=796038)

"Competition Policy in Japan in 1995," HBS 9-796-039, with Research Associate Geoff Verter

***Strategy and Business Performance, Module 4: Improving from Inferior Performance***

"Improving from Inferior Performance," HBS 9-799-057  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=700057](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=700057)

“Adesemi Communications International (African Communications Group), Video,” HBS 5-799-504  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=799504](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=799504)

“African Communications Group,” HBS 9-796-128, with Research Associate Dale O. Coxe

“African Communications Group (condensed),” HBS 9-799-148  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=799148](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=799148)

“African Communications Group (supplement),” HBS 9-799-149

“African Communications Group,” Video, HBS 9-799-503

“African Communications Group,” Teaching Note,” HBS 5-797-029

“Passion for Learning,” HBS 9-796-057, with Research Associates Dale O. Coxe, Israel M.

Ganot, and Greg Keller  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=796057](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=796057)

“Passion for Learning, Spreadsheet”

“Passion for Learning, Teaching Note,” HBS 5-797-010

“Executone Information Systems, Inc.,” HBS 9-793-140, with Research Associate Sarah Mavrinac  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=793140](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=793140)

“Executone Information Systems, Inc., Teaching Note,” HBS 5-794-040

“Philips' Compact Disc Introduction (A),” HBS 9-792-035  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=792035](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=792035)

“Philips' Compact Disc Introduction (B),” HBS 9-792-036  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=792036](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=792036)

“Philips' Compact Disc Introduction (C),” HBS 9-792-037  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=792037](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=792037)

“Philips' Compact Disc Introduction, Teaching Note,” HBS 5-792-038

“Arborite,” HBS 9-796-146  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=796146](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=796146)

“Arborite, Teaching Note,” HBS 5-793-097

“Lotus Development Corporation in 1994,” HBS 9-794-114  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=794114](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=794114)

“Lotus Development Corporation in 1994, Supplement,” HBS 9-796-050  
[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=796050](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=796050)

“Lotus Development Corporation in 1994, Teaching Note,” HBS 5-794-118