

## WILL MITCHELL

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Professor of Strategic Management  
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*c.v. date: 10 October 2017*

*Background:* [Position](#) | [Education](#) | [Honours](#) | [Associations](#) | [Administration](#) | [Employment](#)

*Teaching:* [Courses](#) | [Teaching materials](#) | [Doctoral students](#)

*Research:* [Agenda](#) | [Research in Progress](#) | [Working Papers](#) | [Publications](#) | [Presentations](#) | [Funded Research](#)

### 1. ACADEMIC POSITION [\[top\]](#)

#### *University of Toronto*

- Professor of Strategic Management, Anthony S. Fell Chair in New Technologies and Commercialization, 2014-present
- Visiting Professor of Strategic Management, Anthony S. Fell Chair in New Technologies and Commercialization, 2011-2014
- Associate Director, Centre for Health Sector Strategy, 2016-present (Faculty associate, 2011-2016).

#### *Duke University*

- Visiting Professor of Strategic Management, 2015-present.
- Professor of Business Administration in Strategy, 2001-2014 [J. Rex Fuqua Professor International Management (2001-2014) and John deButts Professor of Business Administration (2014)]
- Faculty Associate, Center for Entrepreneurship and Innovation (CEI), 2005-2014
- Faculty Affiliate, Duke Global Health Initiative, 2008-2014
- Faculty Affiliate, Health Sector Management Program, 2001-2012

#### *University of Michigan Business School (1988-2001)*

- Professor of Corporate Strategy and International Business, 1999-2001
- Professor (1997-1999), Associate Professor (1993-1997), and Assistant Professor (1988-1993) of Corporate Strategy

### 2. EDUCATION [\[top\]](#)

- Ph.D., University of California at Berkeley, School of Business Administration (1988). Dissertation: “Dynamic commercialization: An organizational economic analysis of innovation in the medical diagnostic imaging industry” (Committee: David J. Teece, chair; Glenn R. Carroll; Susan Bartlett Foote; Richard M. Scheffler).
- BBA (Honours), Simon Fraser University, Faculty of Business Administration (1985)

### 3. SCHOLARLY HONOURS [\[top\]](#)

- Sandra Dawson Visiting Professor, Cambridge University, June-July 2018.
- Faculty best course teaching award winner, part time electives, Rotman School of Management (also nominated for core MBA program teaching award), 2016-2017
- “Excellence in Teaching” awards, Rotman School of Management: 2010-2011, 2011-2012, 2012-2013, 2013-2014, 2014-2015, 2015-2016.

- “Why Apple’s product magic continues to amaze--skills of the world’s #1 value chain integrator” (published in *Strategy & Leadership*, 42 (6): 17-28, 2014), selected by *Strategy & Leadership* as a “Highly Commended Paper” of 2014.
- Elected to Academy of Management Fellows Group, 2013.
- Anthony S. Fell Chair in New Technologies and Commercialization, University of Toronto, 2011-present
- Dean’s Visiting Professor, National University of Singapore Business School, 2010, 2011, 2012, 2013, 2014
- Deans Visiting Professor, Simon Fraser University, 2012.
- “Prix Académique Syntec du Conseil en Management” in France for the Best Paper in the “Strategy and Finance” category, April 2011 (Selection capability: How capability gaps and internal social frictions affect internal and external strategic renewal, *Organization Science*, 2009, with Laurence Capron).
- Distinguished Educator Award, Academy of Management, 2010.
- Visiting Professor, University of Witswatersrand, Graduate School of Business Administration, 2009-2012
- Irwin Outstanding Educator Award from the Business Policy and Strategy Division of the Academy of Management (primarily based on contributions to PhD education and junior faculty development), 2009
- Lim Kim San Distinguished Visitor, National University of Singapore Business School, Department of Business Policy, January-February 2008.
- Elected to Strategic Management Society (SMS) Fellows Group, 2007
- Lim Kim San Distinguished Visitor, National University of Singapore Business School, Department of Business Policy, May 2006.
- Bank of America faculty award, Fuqua School of Business, 2005
- DaimlerChrysler Corporation Award for Excellence in Elective Teaching in the day MBA program, Fuqua School of Business, Duke University, 2004-2005.
- J. Rex Fuqua International Management Professorship, Fuqua School of Business, Duke University, 2001-2014
- Award for Teaching Excellence in the Ph.D. program, UMBS, 2001.
- Stan Hardy Award for the best Operations Management paper published in the year 2000, awarded by the Midwest Decision Sciences Institute (DSI) (with Ashok Mukherjee and Brian Talbot), March 2001.
- Cycle and Carriage Visiting Professorship, Business Policy and Management & Organisation Departments, National University of Singapore, December 2000.
- Jack D. Sparks/Whirlpool Corporation Research Professorship, University of Michigan Business School, 1999-2001.
- Glueck Best Paper Award of the Business Policy and Strategy Division of the Academy of Management (with Laurence Capron & Anand Swaminathan), August 1998.
- Glueck Best Paper Award of the Business Policy and Strategy Division of the Academy of Management annual meetings (with Kulwant Singh), August 1996.
- Best International Paper award, Academy of Management annual meetings (with Xavier Martin and Anand Swaminathan), August 1996.
- Eugene B. Power Junior Faculty Award, University of Michigan Business School, 1995.
- Award for Teaching Excellence in the Ph.D. program, University of Michigan Business School, 1994.
- Best Paper award from the Policy division of the Administrative Sciences Association of Canada annual meetings (with Kulwant Singh), 1991.
- Licensing Executives Society Fellow, 1988-1989.
- Social Sciences and Humanities Research Council of Canada Fellow, 1985-1988.
- Doctoral Fellow, University of California, Berkeley, 1984-1988.
- Dean’s Medal, Simon Fraser University, Faculty of Business Administration, 1985.

#### 4. PROFESSIONAL ASSOCIATIONS [\[top\]](#)

- Co-editor, *Health Management Policy and Innovation*, 2016-present
- Consulting editor, *Strategic Management Journal*, 2016-present
- Academic partner, SCAN Health - Supply Chain Advancement Network in Health [\[http://scanhealth.ca/\]](http://scanhealth.ca/)
- *Member*: Strategic Management Society, Academy of Management, Informs

## 5a. EXTERNAL CORPORATE AND ACADEMIC SERVICE ACTIVITIES [\[top\]](#)

### Current corporate, academic, and organizational services

- Collaborative for Health Sector Strategy, Director, Ontario, Canada, 2015-present
- CCC, advisory committee member, 2013-present.
- Smith Entrepreneurship Research Conference, University of Maryland, Advisory Board member, 2013-present
- Neuland Laboratories Limited (Hyderabad, India), International Advisory Committee member (2007-2008) and Board member (2008-present).

### Previous external academic, organizational, and corporate service

- Global Business School Network, advisory board member, 2009-2012
- Uganda health management education partnership, technical support for programme development, 2009-2012.
- Grand Challenges Canada, Peer Review Committee for proposals for the program on Integrated Innovations in Global Mental Health – Improve Treatment and Expand Access to Care in Low- and Middle-Income Countries, 2011-2012.
- National Primary Health Care Development Agency, technical assistance in developing a health management education programme for primary health care personnel in Nigeria, 2009-2011.
- Tilburg University Center for Innovation Research, Scientific Advisory Board member, 2008-2013.
- Wits Business School and Medical School, technical support for health management and small business management programmes, 2008-2011.
- Duke representative, Global Business School Network, 2007-2011
- Strategic Management Society and SMS journals
  - SMS board member, 2004 to 2008.
  - Co-chair, Booz Allen Hamilton/SMS PhD research fellowship committee, 2000 to 2007
  - Pre-conference organization: Multiple years since 1996
  - Chair, Wiley Best Paper selection committee, 1997, 1998, 2004, 2005.
  - Competitive Strategy Interest Group Executive Committee, Associate Program Chair 2004, Program Chair 2005
  - *Associate editor*: Strategic Management Journal, 1997-2006
  - *Co-editor*: Strategic Management Journal, 2007-2015
  - *Co-editor for Media Innovations*, Strategic Management Society, 2014-2016
- Academy of Management
  - Academy of Management Journal, Chair, Best Paper selection committee, 1998.
  - Academy of Management Meetings: Participation in consortia and seminars for junior faculty, PhD students, and research interests, 1989-present
  - BPS division research committee member, 1999-2001
- *Prior editorial board memberships*: Administrative Science Quarterly; Academy of Management Journal; Management Science (Associate Editor, Business Strategy Department), Journal of Business Research, Africa Journal of Management, Asia-Pacific Journal of Management (member of international advisory board), European Management Review, Strategic Organization!
- National University of Singapore Business School, International Advisory Panel member, 2004 and 2008.
- University of Cyprus promotions committee, external member, 2006.
- Wharton School visiting committee, 2004.
- Karachi Business School steering committee, 2008-2009

## 5b. ACADEMIC SERVICE ACTIVITIES [\[top\]](#)

### University of Toronto

- Academic co-director, Global Executive MBA in Healthcare and Life Sciences (GEMBA-HLS), 2017-present
- Member, Strategy area PhD admissions committee, 2014-present
- Member, Graduate Academic Appeals Committee, Rotman School of Management, 2014-present (Chair, 2017-2020)
- Member, Diversity Committee, Rotman School of Management, 2015-present

- Member, Specialized Graduate Programs Committee, Rotman School of Management, 2015-present
- Rotman representative to Business School Alliance for Health Management (BAHM), 2016-present.

#### *Duke University*

- Faculty Associate, Health Sector Management (HSM) program, Duke University, 2001-2012
- Area coordinator, Strategy area, Fuqua School of Business, 2008-2011
- Faculty Associate, Duke Corporate Sustainability Initiative, 2007-2008
- Center Scholar, Fuqua/Coach K Center of Leadership and Ethics (COLE), 2004-2009
- Duke University coordinator, The Johnson & Johnson-MERC Health Management Fellowship for African business school faculty members, 2008-2011
- Deputy Dean, Fuqua School of Business, 2006-2007.
- Member Dean Search Committee, Fuqua School of Business, 2006-2007.
- Day MBA curriculum review task force member, 2005-2006.
- Dean's Executive Committee member, the Fuqua School, 2001-2006.
- Faculty participant, UNC-Duke Health Policy Forum.
- Duke faculty compensation committee member
- Area coordinator, Management area, 2003-2006.
- Search committee member, Duke University Health System Chancellor, 2003.
- Recruiting chair for strategy faculty recruiting activities, 2001-2004.
- Strategy PhD program advisor Duke University, 2001-2006 (Management area); 2008-2009 (Strategy area)

#### *University of Michigan*

- Chair, Corporate Strategy & International Business department (1999-2001)
- Chair, Corporate Strategy department (1998-1999)
- Advisor, Corporate Strategy PhD program, UMBS (1990-2001)
- Diversity Committee member (1992-2001)
- Director, Michigan node, Consortium for Telecommunications Policy and Strategy Research (1994-2001)
- Coordinator, UMBS participation, Financial Times "Mastering Strategy" series, Fall 1999.
- Recruiting chair, CS & CSIB departments (1997-2000)
- MBA program core course coordinator, CS department (1995-1999)
- UMBS Executive Committee member (1997-1999)
- University of Michigan, Rackham Pre-doctoral Fellowship committee member, February 1999
- Strategic analysis project, University of Michigan Health System, 1998-1999
- UMBS, Chair, Information Resources Committee (1993-1998)
- University of Michigan Health System, Chair, Search Committee, Associate Vice President for Health System Finance and Business Strategy (1998)
- UMBS Information Technology Task Force member (1997-1998)
- UMBS MBA Core Course Review Committee member (1996-1997)
- UMBS Strategic Planning Committee member (1995-1996)
- UMBS MBA review team and area chairs participant (Winter 1996)
- UMBS Facilities Planning Committee member (1995-1996)
- UMBS Ph.D. Program Review Committee member (1992)

#### *University of California, Berkeley*

- UC Berkeley, School of Business Computer Policy Committee member (1987-1988)
- UC Berkeley, Graduate Student Research Titles Task Force (Dean Joseph Cerny, chair; 1986-1987)
- UC Berkeley, President, Association of Doctoral Students in Business Administration (1985-1986)
- UC Berkeley, School of Business Ph.D. Committee member (Director David Pyle, chair; 1985-1986)

#### **Conferences and seminar series organised**

- Innovation in Health Care 2013: An Innovation Management Education Agenda (steering committee member), Harvard Business School, December 3-4, 2014.

- Duke Strategy Conference (co-organised with Michael Lenox), April 2008.
- Fourth annual conference of the Consortium for Research Concerning Telecommunications Policy and Strategy (CRTPS), Ann Arbor, June 1998.
- CCC doctoral studies conference, Ann Arbor, April 1997.
- First annual conference of the Consortium for Research Concerning Telecommunications Policy and Strategy (CRTPS), Ann Arbor, May 1995.
- Evolutionary perspectives on firm strategy and performance; Interdisciplinary Committee of Organizational Studies (ICOS) seminar series, October 16-November 6, 1992. Co-organised with Anand Swaminathan.
- Exploring the Meaning and Measurement of Cooperation and Legitimacy in Ecological and Institutional Theory. University of Michigan, January 1991; ICOS seminar series. Co-organised with David J. Tucker.

## 6. PREVIOUS EMPLOYMENT [\[top\]](#)

- University of California, Berkeley, Research and teaching assistant during PhD program, 1984-1988
- CCEC Credit Union, Commercial loans officer with focus on social organizations, Vancouver, 1983-1984
- CRS Worker' Co-op, Baker and planner, Vancouver, 1978-1983
- Agora Co-operative Foods, Retail store manager, Vancouver, 1976-1978
- Labour positions in the British Columbia forest, mineral processing, food, and service sectors, 1971-1976.

## 7. COURSES TAUGHT [\[top\]](#)

### University of Toronto

- Business Strategy in Emerging Markets (MBA).
- Pharmaceutical Strategy (MBA).
- Strategy core course (MBA).
- Interdisciplinary Global Challenges Course.
- China Study Tour.
- United Arab Emirates and India Study Tour.
- “Link and Learn” life sciences sector workshops on strategy in the med-tech sector and life science procurement.
- Executive Education: Blue Ocean strategy: Rotman BMO program; Strategic innovation: Rotman Canada Post program; FleetComplete executive programs.

### On-line education

- Health care strategy module for The Business of Healthcare Academy
- Alliance strategy module for the Henry Stewart Talks series on “Strategic Management”
- Health care strategy module for the Duke University- Renal Physician’s Association (RPA) health management program.
- On-line modules of pharmaceutical strategy and other courses in the Duke HSM program.
- On-line modules of core and elective courses in the Duke Executive MBA programs.

### Duke University

- Management of Clinical Informatics, Strategy core course (Masters).
- Strategy 491, Strategy in Emerging Markets, (MBA and Executive MBA).
- Management 491, Business dynamics: Strategies for change and survival (MBA).
- C430, Corporate Strategy (Cross-Continent Executive MBA core course). .
- G430, Corporate Strategy (Global Executive MBA core course). .
- W430, Corporate Strategy (Weekend Executive MBA core course). .
- MMS 230, Principles of Strategy (Masters of Management Studies core course). .
- Health Management 409, Pharmaceutical Management and Strategy, on-site & on-line versions.
- Management 491, Strategy PhD seminar in business dynamics.
- Management 491, Strategy PhD seminar in core strategy. .
- Executive Education: On-site and on-line strategy, international strategy, and health strategy modules in

multiple programs, including programs for the Renal Physician's Association (RPA), LG Chem, Maxcor, the Russian MSE program, Abbott Japan, the Duke-Beijing University medical sector program, and the Duke-IIMA Global Leaders Program.

- Wits-Duke executive education programmes: Strategy modules in the Wits-Duke Grow Your Business (GYB) and Health Management programmes, as well as the Wits University and Diploma in Health Management programme, 2009-2010.
- National Primary Health Care Development Agency programme for Mid-Level Management Training, 2009-2010: Strategy modules, as well as curriculum and programme management assistance

### **University of Michigan**

- Core courses: Several corporate strategy core courses in the MBA, Global MBA, BBA, and Summer Institute programs.
- Elective courses: Strategic change for business survival (MBA), Strategic management of alliances (MBA), Agile manufacturing (MBA & College of Engineering), Operations strategy (MBA).
- PhD seminars: Firm-level strategy; International strategy; Strategy research methods; Social science research methods.
- Executive Education: Technology commercialization; Manufacturing strategy
- Tauber Manufacturing Institute seminar lectures and summer project supervision (UMBS and College of Engineering)
- Visiting Professor, MBA and MM programs, Sasin Graduate Institute of Business of Chulalongkorn University, Bangkok, Thailand, Winter 1992.

## **8. TEACHING MATERIALS** [\[top\]](#)

*The "Teaching materials" directory in my web site has electronic versions of most of these materials*

### **Cases & Readings**

- *Business dynamics*
  - Trail Wineries, Global Coordination (2017)
  - Bud Light: Targeting the letters community (2016)
  - "Crash survival" decision (2016)
  - FIFA, scandal, and corporate sponsors in 2015 (2015)
  - Value chain integration: The base for successful industry leadership (2014)
  - Apple's quiet competitive advantage: The world's #1 value chain integrator (2014)
  - Electronics manufacturing service providers in 2014: EMS industry | Foxconn | Flextronics | Celestica
  - Toyota Tsusho Trading in 2014
  - Change Strategy at General Electric, 1980-2006
  - The Amazon – ToysRUS Alliance, 2000
  - United States Office Products in 1998
  - Technology Alliance: Analysis and Application, 1995-1998
  - Comparing Two Acquisitions: Marion Merrell Dow (1989) And Glaxo Wellcome (1995)
  - Harlequin Enterprises Ltd.: The MIRA Decision in 1993 (condensed)
  - Zenith and the HDTV Challenge in 1993
  - Operating RISC: Unix standards in the 1990s
  - Playing leapfrog with elephants: EMI, Ltd. and CT scanner competition in the 1970s
  - Remora among the sharks: Imatron Inc. and CT scanner competition in the 1980s
- *Emerging markets*
  - Voids in Market Based Institutions (VIMBI) data, updated January 2017.
  - Blue Fever – Choice of Protective Suits for Crisis Support (2015; adapted from "Carter Racing" by Jack Brittain and Sim Sitkin, with permission)
  - Leading Cross-border Acquisitions in Emerging Markets: Geely's Purchase of Volvo Car (based on a report by Jesse Mackewn; 2015)
  - Uber in India in 2015 – Dealing with VIMBI (Based on a report by Anuja Agnihotri, Vivek Anandaramu,

- Mohit Khetan, Oliver Koch, and Sakthi Muthupalaniappan; 2015)
  - Filling the "missing middle": Lessons from Cipla (2014)
  - Fan Milk in West Africa (2014)
  - Two ends of global expansion: Canadian banks in China and Chinese banks in Canada (2013)
  - Evaluating Etisalat's Potential Opportunity in Senegal (2013)
  - Datawind: A Tablet for the Masses (2012)
  - Bancolombia: Banking In and On Colombia (2012)
  - Tupras Refining and Koc Group: Dynamic Business in Turkey (2012)
  - Abbott International: Launching Kaletra in China in 2003
  - The Thailand ceramic tile industry in 1992
- *Life sciences sector*
  - Commercialization of regenerative medicine science: The BlueRock opportunity in Toronto (A) (with Tom Gleave) | Execution Challenges (B) (2017)
  - Evaluating Gilead's pricing strategy of Sovaldi (based on a report by Piraveina Gnanasuntharam; 2014): A (launch price in 2013-2014) & B (price assessment)
  - Med-tech company readers: Stryker Inc. (2015) | Medtronic Inc. (2015) | Elekta AB (2012-2014)
  - Med-tech in Canada: Xagenic Inc. (2016) | Synaptive Medical (2016) | Acumyn Inc. (2015) | Moleculight Inc. (2015) | Perimeter Medical Imaging (2014; updated 2015) | Interface Biologics (2014) | Sentinelle Medical (2012) | Tornado Spectral Systems (2012)
  - Pharma in Canada: Apotex (2013-2017) | PharmaScience (2013-2014) | Paladin (2013) | Valeant (2013-2017)
  - J&J Medical Devices – Full-health value propositions (2013)
  - Nexium: Launch Pricing (with Professor Jeffrey Moe; updated 2012)
  - The CKD Clinic Proposal in Newark in 2003
  - Takeda Abbott Pharmaceuticals (TAP) in 2002
  - Pharmaceutical Introduction: Launching Eli Lilly's Sarafem in 2000 (A & B)
  - The Evolution of Astra Merck Inc, 1982-1999
  - Yamanouchi Pharmaceutical Company in 1990
- Living cases
  - Banc One, 1980-2002
  - Daimler-Chrysler
  - eBay and the Butterfields Acquisition, 1999
  - Hewlett-Packard Co, 1976-2002
  - Nokia OY, 1984-2002
  - Ford-Firestone, 1970-2002
  - General Electric, 1980-2002
  - SBC – Ameritech acquisition in 1998
  - Silicon Alley in the 1990s
- Readings (several of my articles in the business press also address these topics)
  - Core strategy
    - Strategic analysis primer and videos: Vision, competitive analysis, capabilities analysis, cost structure
    - Business definition: Technology-product-market segmentation
    - Planning: Strategic planning checklist
    - Standards: Product standards and competitive advantage
    - Hard times: Strategy in tough times
  - Business reconfiguration
    - Acquisitions: People strategies for acquisitions at Cisco Systems, Inc.
    - Discontinuous change: Organizational strategies for leading discontinuous change
    - Change modes: Selecting modes of change
    - Change mode diagnostics: BBB spider charts
    - Value chain integration: The core of profitable growth
    - Organization and innovation: Strategies for leading discontinuous change (2017).

- Team work: Rules for consensus seeking (2015; adapted from material provided by Hugh Arnold)

## 9. DOCTORAL THESIS COMMITTEE MEMBERSHIP [\[top\]](#)

[Current dissertations](#) | [Graduates](#)

### Current participation in PhD and Masters thesis development ([PhD top](#))

- Xiashu Bei. Duke University, Fuqua School of Business, Learning in technology acquisition (committee member).
- Kevin Du, Duke University, Fuqua School of Business, Product introduction strategy in dynamic industry (co-chair).
- Siddharth Natarajan. National University of Singapore, Performance and Reconfiguration during Evolution of Complementary Technologies (committee member).
- Raman Sohal, University of Toronto, Institute of Health Policy, Monitoring, and Evaluation, Private organization engagement in global health services (co-chair).

### Defended dissertations ([PhD top](#))

#### *Chair or co-chair*

- Kwangjune Ahn, University of Toronto, Rotman School of Management, The role of intermediaries in shaping interorganizational relationships: Law firms, start ups, and venture funding (co-chair), 2017. .
- Jessica Burshell, University of Toronto, Rotman School of Management, Strategic social construction of market understanding (co-chair), 2017.
- Ulya Tsolmon, Duke University, Fuqua School of Business, Business reconfiguration via employee mobility (co-chair), 2015.
- Li Shuping, Strategic corporate governance, employment risk, and firm risk taking: A three-essay dissertation based in the U.S. and Taiwan, National University of Singapore (co-chair), 2014.
- Nilanjana Dutt, Identifying search space, Duke University, Fuqua School of Business (co-chair), 2013.
- Olga Hawn, Corporate social responsibility and multinational strategy in emerging markets, Duke University, Fuqua School of Business (co-chair), 2013.
- Elena Vidal, Divestitures and reconfiguration strategy, Duke University, Fuqua School of Business (co-chair), 2013.
- Fredrika Justesen Spencer. Duke University (Marketing). Product Portfolio and Brand Extension Effects of Innovation: A Diversification Perspective on Innovation's Ability to Achieve New Value (co-chair), 2011.
- Ankush Chopra. Duke University (Strategy). Inter-temporal effect of technological capabilities on firm performance: A longitudinal study of the U.S. computed tomography industry (1972-2002) (chair), 2007.
- Abhirup Chakrabarti. Duke University (Strategy). Geographic diffusion of acquisitions (chair), 2007.
- Kim-Chi Trinh. Duke University (Strategy) Organizational memory (chair), 2006.
- Jeff Barden. Duke University (Management). Trust in alliances (chair), 2006.
- Jane Zhao. Knowledge transfer to overseas operations and alliances. University of Michigan Business School Corporate Strategy PhD program (co-chair), 2004.
- Aldas Kriauciunas. Firm-level change by firms in transitional economies. University of Michigan Business School Corporate Strategy PhD program (co-chair), 2003.
- Anne Parmigiani. Why do firms sometimes make and buy the same product? University of Michigan Business School Corporate Strategy PhD program (co-chair), 2003.
- Carmen Weigelt. Dynamics of technological innovation: Incumbents' adaptation and capability sourcing on the internet. Duke University (chair), 2003.
- Annetta Fortune. Routine rationales for acquisition of failing firms. Duke University (chair), 2003.
- Charles Williams. Information and incentives in the transfer of technical capabilities in cross-border telecommunications investments. University of Michigan Business School Corporate Strategy PhD program (chair), 2003.
- Samina Karim. Business evolution via acquisition and internal change in the medical sector. University of Michigan Business School Corporate Strategy PhD program, 2002.
- Enrique Canessa. The use and impact of computer mediated communication by trucking firms. University of



- Michigan Business School Computer and Information Systems department (co-chair), 2001.
- Daniel Byrd, The impact of organizational structure on business learning from the environment. University of Michigan Business School Corporate Strategy PhD program (co-chair), 2001.
  - Glenn Hoetker, Antecedents and performance implications of the make-or-buy decision under conditions of technological uncertainty: Governance and competence perspectives, University of Michigan Business School Corporate Strategy and International Business Departments (co-chair), 2001.
  - Bradley Laurence Killaly, Can organizations apply their experience from past core change to future core change? University of Michigan Business School Corporate Strategy and International Business Departments (chair), 2001.
  - Glen Dowell, A routine-based view of constrained organization change: The impact of product-line breadth and firm experience on survival of U.S. bicycle businesses. University of Michigan Business School Corporate Strategy Department (co-chair); February 2000.
  - Modale Mani Chacko, Network effects, organizational size, and organizational growth. Michigan Business School Corporate Strategy Department (co-chair), 1998.
  - Peter Swan, The effect of changes in operations on less-than-truckload motor carrier productivity and survival. Michigan Business School Operations Management Department (co-chair), 1997.
  - Ashok Mukherjee, The focused factory in a dynamic environment: An analysis of its competitive capabilities, Michigan Business School Operations Management Department (co-chair), 1997.
  - Anuradha Nagarajan, "Acquisition of technology in an emerging industry: A study of the intelligent vehicle highway system industry" (co-chair). Michigan Business School Corporate Strategy Department, 1996.
  - Gautam Ahuja, "Interfirm linkages, networks, and innovation: An empirical study of the relationship between cooperative interfirm linkages and firm innovation performance" (co-chair). Michigan Business School Corporate Strategy Department, 1996.
  - Xavier Martin, "Changing buyer-supplier relationships following international expansion in the automobile sector" (co-chair). Michigan Business School Corporate Strategy Department, 1996.
  - Joan Penner-Hahn, "Timing and methods of international research expansion in the Japanese pharmaceutical industry" (co-chair). Michigan Business School Corporate Strategy Department, 1995.
  - Douglas Sanford, "The advantages of local over global firms", Michigan School of Business International Business Department (co-chair), 1994.
  - Catherine Banbury, "Staying alive: Surviving technological innovation, Pacemakers, 1959-1990". University of Michigan School of Business Corporate Strategy Department, (chair), 1994.
  - J. Myles Shaver, "The influence of intangible assets, spillovers, and competition on foreign direct investment success". University of Michigan School of Business International Business Department (co-chair), 1994. Winner of the 2010 Ross School of Business "Distinguished PhD alumni award".
  - Erhard Bruderer, "Strategic learning". University of Michigan Business School Corporate Strategy Department (co-chair), 1993.
  - Kulwant Singh, "Interfirm collaboration in the hospital information systems industry". University of Michigan Business School Corporate Strategy Department (chair), 1993. Defended proposal: May 1992; defended dissertation November 1993.

***Committee member***

- Colleen Cunningham, Duke University, Fuqua School of Business, How changes in the value of core and complementary assets affect decision making in med tech industries (committee member), June 2017.
- Navid Asgari, Essays on alliance portfolio reconfiguration following a technological discontinuity, National University of Singapore Business School (committee member), 2014 .
- Songcui Hu, Learning portfolios, University of North Carolina at Chapel Hill, 2012 (committee member).
- Youtha Cuypers, Buyer-supplier relationships in the context of acquisitions, Tilburg University (committee member), 2011.
- Fernando Chaddad, "What drives buyout activity of publicly-traded firms? Evidence from the US, 1981-2007" University of North Carolina at Chapel Hill (committee member), 2009.
- Hyoung-Goo Kang, "Organizational capital budgeting models", Duke University, Fuqua School of Business (committee member), 2009.
- Henry Sauerman, Individual-level incentives as a driver of innovative activities, processes and performance,

- Duke University, Fuqua School of Business (committee member), 2008.
- Louis Mulotte. Modes de lancement de nouveaux produits et performance. Le cas de l'industrie de la construction aéronautique (1994/2000), HEC, 2007.
  - Xuanli Xie. Diversification by entrepreneurial firms, University of Chapel Hill North Carolina (committee member), 2006.
  - Phil Kim. Entrepreneurial teams: Creation, transformation, and success over time. UNC-Chapel Hill (committee member), 2006.
  - Michael Fern. Entrepreneurial growth. University of North Carolina at Chapel Hill (committee member), 2005.
  - Sunil Mithas. Information technology, productivity, and performance. University of Michigan Business School, 2005.
  - Alexander Sleptov. Acquisition management and performance, University of Michigan Business School, 2004.
  - Jisung Kim. Business change through acquisitions. Duke University, 2004.
  - Scott Turner. Pacing and versioning in computer software. University of North Carolina at Chapel Hill, 2003.
  - Miguel Rivera, How do firms learn from alliances? HEC Graduate School of Management, Paris, March 2003.
  - Henrik Sornn-Friese. Learning in firms and markets: Organizational adaptation and industry dynamics in the road haulage industry in Denmark in the 1990s. Copenhagen Business School, Department for Industrial Economics and Strategy (external member), December 2001.
  - Scott Serich. Sufficient conditions for the origin of Zipf's law and the scaling problem, Michigan Business School Computer and Information Systems Department (committee member); June 1999.
  - William E. Welton. The impact of health care market organization and policy on market efficiency. University of Michigan School of Public Health, Department of Health Management and Policy (committee member); May 1999.
  - David W. Allison. Trust in the marketplace: Determinants, impacts, and understandings. University of Michigan Department of Sociology (committee member), May 1999.
  - Ayman Hashem, Organizational culture and innovation. University of Michigan College of Engineering, Industrial and Operations Engineering Department (committee member); defended February 1999.
  - Andrew Delios, Survival and performance of Japanese foreign subsidiaries, University of Western Ontario, Ivey Business School (external examiner); May 15, 1998.
  - Ryoko Toyama, International R&D and technological competence of the firm, Michigan Business School Corporate Strategy Department (committee member), 1997.
  - Wilbur Chung, The impact of FDI on host country productivity in vertical and horizontally related industries (committee member). Michigan Business School International Business Department, 1997.
  - Laurence Capron, "Mergers and acquisitions between rival firms: An empirical investigation of post-merger behavior and long-run performance." Corporate Strategy Department, HEC Graduate School of Management, Paris (committee member), 1996.
  - Li Li Eng, "The implications of managerial incentives and institutional ownership for firms' R&D investment". Michigan Business School Accounting Department (committee member), 1995.
  - James Parham, "A structural model of leadership effects on business performance", University of Michigan Business School Corporate Strategy Department, (committee member), 1993.
  - Nitin Pangarkar, "Mergers and acquisitions in international industries". University of Michigan Business School Corporate Strategy Department (committee member), 1993.
  - Dongho Lee, "Effects of firm characteristics and pre-manufacturing strategy on manufacturing strategies of Japanese electronics firms entering into the United States: 1971-1990". University of Michigan Business School International Business Department (committee member), 1991.
  - Thomas Hamilton Brush, "Sources of operational synergy and competitive performance". University of Michigan Inter-Departmental Degree Program in Economics and Business Administration, Corporate Strategy Department (committee member), 1990.
  - Cynthia Browning, "Investment decisions as choice under uncertainty: Micro, market, and macro analysis". University of Michigan Department of Economics (committee member), 1989.

#### ***Research Masters degrees***

- Aaron Stoertz, Health education programs in emerging markets, MSc thesis for the Duke University Global Health program (chair), 2011.

- Aparna Venkatraman, Duke University, 2010
- John Riccardi, Duke University, 2008
- Alon Last, Duke University, 2005
- Satoru Hiruta, University of Michigan, 1997

## 10. RESEARCH AGENDA [\[top\]](#)

### Theoretical and topical emphasis

- Theory: Business dynamics
- Empirical base: Business entry, change, and survival in developed and emerging markets; evolution of social and market institutions in global environments; healthcare and life sciences strategy.

### Primary questions

- Why do some businesses grow and survive while their competitors decline and fail?
- How do firms acquire the capabilities they need to compete in changing competitive environments?
- How does business activity draw from and contribute to the global health environment?

### Subtopics

- Industry interests: Life sciences sector, telecommunications, auto sector, diversified business groups
- Inter-organizational relationships: Modes of business change (build, borrow, and buy), alliances, acquisitions, divestiture, buyer-supplier relationships, value chain integration
- International strategy in developed and emerging markets
- Technology strategy and sources of innovation
- Commercialisation of academic research

## 11. RESEARCH IN PROGRESS [\[top\]](#)

- Capability sourcing and value chain integration in developed and emerging markets
- Management education in emerging markets: Health management and entrepreneurial education
- Toronto Health Outcomes and Performance Evaluation (T-HOPE) research: Measuring the performance and scalability of health sector social organizations

## 12a. WORK IN PROGRESS: WORKING PAPERS [\[top\]](#)

Some of my current working papers are available in pdf format at <http://www.rotman.utoronto.ca/william.mitchell/>

- Trade-offs of specialization over time: The effect of task specialization on R&D productivity of scientific teams as expertise exits, is recruited, and decays (with Amit Jain), August 2017.
- Following faster and smarter: Attention focus and entry timing in mobile devices (with John Joseph, Ronald Klingebiel, and Kevin Du), August 2017.
- Seeking solutions for novel problems: The evolution of knowledge sources in the renewable electricity industry (with Nilanjana Dutt), July 2017.
- Scouts and integrators: Intra-group ties and the innovativeness of business group affiliates (with Chung Chi-Nien and Ishtiaq Mahmood); October 2016.
- Filling Pre-entry Capability Gaps: Using External Sourcing Modes for Core and Complementary Capabilities in Nascent Industries (with Mahka Moeen); June 2017.
- Incentives for resource deployment by senior and middle managers: The evolution of ATMSs and bank branches in India (with Siddharth Natarajan and Ishtiaq Mahmood), May 2017.
- Knowledge sources and waste reduction: Less is more (with Nel Dutt and Luca Berchicci), April 2017.
- Constructing M&A Valuation: How do Merger Evaluations Differ as Uncertainty and Controversy Vary? (with Hyoung-Goo Kang, Richard Burton, and Wonseok Woo), November 2016.

- How firm boundaries and focus jointly affect the value of diversification: A model of tradeoffs between governance and flexibility (with Hyoung Goo Kang and Rich Burton), September 2016.

## 12b. WORK IN PROGRESS: PROJECTS [\[top\]](#)

- *Book* - Entrepreneurship in Global Health: How Non-Profit and For-Profit Ventures Increase Access, Efficiency, and Quality of Care (with Kathryn Mossman, Onil Bhattacharyya, and Anita McGahan), February 2017.
- Business incubators and voids in market-based institutions: The role of open system intermediaries (with Nilanjana Dutt, Olga Voronina Hawn, Elena Vidal, Greg Distelhorst, Aaron Chatterji, and Anita McGahan), October 2014. How Capital Budgeting Methods Differ as Uncertainty and Controversy (with Hyoung Goo Kang and Rich Burton).
- External resource sourcing: Does experience help firms select governance modes? (with Laurence Capron). September 2016.
- Chinese cross-border M&A: Risks and benefits (with Wendy Dobson), December 2016.
- Corporate Disorder and Wrongdoing (with Karen Schnatterly, Brent Clark, Timothy R. Moake), April 2016.
- For profit health care providers at the bottom of the pyramid (David Leung, Kathryn Mossman, Himanshu Parikh, Raman Sohal, Jason Sukhram, Onil Bhattacharyya, Anita McGahan, Will Mitchell, and the T-HOPE team at the University of Toronto); November 2015.
- Independent and collaborative scholarship in the globalization of science: Evidence from regenerative medicine, 1980-2010 (with Keyvan Vakili, Anita M. McGahan, Rahim Rezaie, Abdallah S. Daar), June 2015.
- Can new ventures control learning and leakage in alliances? The partial tradeoff between knowledge acquisition and protection in partnerships formed by newly created businesses (with Miguel Rivera and Pierre Dussauge), December 2014.

## 12c. WORK IN PROGRESS: CURRENT T-HOPE PROJECTS [\[top\]](#)

- Reverse innovation.
- Integrated care.
- Measuring the impact of health care programs in LMICs.
- ICT in healthcare.
- Maternal and neonatal child health.
- Public investment in health system innovation.

## 13. PUBLICATIONS AND FORTHCOMING ARTICLES [\[top\]](#)

[Books](#) | [Journal articles](#) | [Book chapters](#) | [Proceedings](#) | [Business and social publications](#)

Many of these publications are available in pdf format at <http://faculty.fuqua.duke.edu/~willm/bio/cv/index.htm>

### Books [\(publications top\)](#)

- Build, borrow, or buy: Selecting pathways for growth (with Laurence Capron). Harvard Business Review Press, August 2012. [Translations: Portuguese (2013), French (2013), Chinese (2013), Korean (2014), Polish (2015)]
- Dynamic Capabilities: Understanding Strategic Change in Organizations (ed., with Constance E. Helfat, Sydney Finkelstein, Margaret A. Peteraf, Harbir Singh, David J. Teece, Sidney G. Winter). Blackwell Publishing, Malden, MA, 2007.

### Journal articles [\(publications top\)](#)

- Improving the General Management Skills of Primary Health Care Leaders: The “Mid Level Management Training” Program in Nigeria (with Nora Brown, Sandra Dratler, Muhammad Pate, and Kristiana Raube), *Health Management Policy and Innovation*, 2(2), September 2017. <http://hmpi.org/2017/09/06/improving-the-management-skills-of-primary-healthcare-leaders-the-mid-level-management-training-program-in-nigeria/>.
- Do Investors Actually Value Sustainability? A Critical Reexamination (with Olga Voronina Hawn and Aaron Chatterji), *Strategic Management Journal*, forthcoming.

- Creating and Taming Discord: How Firms Manage Embedded Competition in Alliance Portfolios to Limit Alliance Termination (with Navid Asgari, Kulwant Singh, and Vivek Tandon), Strategic Management Journal, forthcoming.
- Virtuous or vicious cycles of reconfiguration? The role of divestitures as a complementary Penrose effect within resource-based theory (with Elena Vidal), Strategic Management Journal, forthcoming.
- Using Acquisitions for Successful Growth: Learning from Stryker Corporation (with Kevin A. Lobo). Health Management Policy and Innovation, Volume 2, Issue 1, 2017.
- Innovations in global mental health practice: Lessons from a health innovations database (T-HOPE); Health Management, Policy, and Innovation, Volume 2, Issue 1, 2017.
- Pharmaceutical M&A Activity: Effects on Prices, Innovation, and Competition (with Barak Richman, Elena Vidal, & Kevin Schulman), Loyola University Chicago Law Journal, 2017. SSRN: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2977703](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2977703)
- Criteria to Assess Potential Reverse Innovations: Opportunities for Shared Learning Between High and Low Income Countries (with Onil Bhattacharyya, Diane Wu, Kathryn Mossman, Leigh Hayden, Pavanpreet Gill, Yu-Ling Cheng, Abdallah Daar, Dilip Soman, Christina Synowiec, Andrea D. Taylor, Joseph Wong, Max von Zedtwitz, Stanley Zlotkin, Anita McGahan), Globalization and Health, June 2016.
- Political connections and business strategy: The impact of types and destinations of political ties on business diversification in closed and open political economic contexts (with Ishtiaq Mahmood and Chung Chi-Nien), Global Strategy Journal, 2017.
- Impact of technological discontinuities on alliance portfolios (with Navid Asgari and Kulwant Singh), Strategic Management Journal, published online September 2016, forthcoming ~2017. DOI: 10.1002/smj.2554
- The social construction of market categories: How proximate social space creates strategic incentives to be early claimants of the fiscal sponsor label (with Jessica Burshell). Research in the Sociology of Organizations, 2017.
- A theory of activity reconfiguration (with Joel Blit and Chris Liu), Advances in Strategic Management, 35, Resource Redeployment and Corporate Strategy (eds. Timothy Folta, Constance Helfat, Samina Karim): 185-216, 2016.
- Adding by Subtracting: The Relationship between Performance Feedback and Resource Reconfiguration through Divestitures (with Elena Vidal), Organization Science, 26 (4): 1101-1118, 2016. <http://dx.doi.org/10.1287/orsc.2015.0981>
- How open system intermediaries address institutional failures: The case of business incubators in emerging-market countries (with Nilanjana Dutt, Olga Voronina Hawn, Elena Vidal, Aaron Chatterji, and Anita McGahan), Academy of Management Journal, 59, 2016:818-840. doi:10.5465/amj.2012.0463.
- The role of geographic distance in completing related acquisitions: Evidence from the U.S. chemical manufacturing sector (with Abhirup Chakrabarti), Strategic Management Journal, 37(4): 673-694, 2016. <http://onlinelibrary.wiley.com/doi/10.1002/smj.2366/abstract>.
- Question-based innovations in strategy research methods (with Ashish Arora, Michelle Gittelman, Sarah Kaplan, John Lynch, and Nicolaj Siggelkow). Strategic Management Journal, 37(1): 3-9, 2016; DOI: 10.1002/smj.2465.
- Assessing health program performance in low- and middle-income countries: Building a feasible, credible, and comprehensive framework (T-Hope team: Bhattacharyya, Mossman, Ginther, Hayden, Sohal, Cha, Bopardikar, MacDonald, Parikh, Shahin, McGahan, Mitchell), Globalization and Health, December 2015. <http://globalizationandhealth.biomedcentral.com/articles/10.1186/s12992-015-0137-5> DOI: 10.1186/s12992-015-0137-5
- Progress in human embryonic stem cell research in the United States between 2001 and 2010 (with Keyvan Vakili, Anita M McGahan, Rahim Rezaie, and Abdallah Daar), PLoS One, March 26, 2015. <http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0120052>
- Trans-national scale-up of innovations in global health (with the T-HOPE team at the University of Toronto: Ilan Shahin, Raman Sohal, John Ginther, Leigh Hayden, John A. MacDonald, Kathryn Mossman, Himanshu Parikh, Anita McGahan, Onil Bhattacharyya), PLoS One, November 6, 2014. DOI: 10.1371/journal.pone.0110465 <http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0110465>
- Buffering and enabling: The impact of interlocking political ties on firm survival and sales growth (with

- Kulwant Singh and Zheng Weiting), Strategic Management Journal, 26(11): 1615-1636, 2015.
- Innovation in Personalized Medicine: The Role of Business Strategy and Public Policy in Providing Better and More Cost-Effective Healthcare through PGx (with Ruslan Dorfman and Mahima Agochiya), Health Management Policy and Innovation, Volume 1, Issue 4, September 2013.
  - Accessing Healthcare With Information Technology (with John A. MacDonald, Anita McGahan and the T-HOPE team at the University of Toronto: Ilan Shahin, John Ginther, Leigh Hayden, Kathryn Mossman, Himanshu Parikh, Raman Sohal, Onil Bhattacharyya), Stanford Social Innovation Review, pages 49-54, Fall 2013. A summary of this article also appeared in the Rotman Magazine, Spring 2014.
  - When Do First Entrants Become First Survivors? (with Elena Vidal), Long Range Planning, 46 (4-5), 335-347, 2013.
  - Organizational Innovations in Health Care (with Barak D. Richman and Kevin A. Schulman), Health Management Policy and Innovation, Volume 1, Issue 3, June 2013.
  - The persistent effect of geographic distance in acquisition target selection (with Abhirup Chakrabarti), Organization Science, 24:1805-1826, 2013.
  - Alternative views of momentum: How experience shapes temporal consistency of ongoing innovation (with Scott Turner and Rich Bettis), Journal of Management, 39 (7): 1855-1890, 2013.
  - Competitive Environment and Strategic Posture in IT Investment (with Sunil Mithas and Ali Tafti), Management Information Systems Quarterly, Special Issue on Digital Business Strategy, 37 (2), 511-536, 2013.
  - The evolving impact of combinatorial opportunities and exhaustion on innovation by business groups as market development increases: The case of Taiwan (with Chung Chi-Nien, Ishtiaq Mahmood), Management Science, 59(5): 1142-1161, 2013.
  - Does collaboration induce spurious learning and overconfidence? Evidence from independent vs. collaborative entry in the global aerospace industry, 1944-2000 (with Louis Mulotte and Pierre Dussauge), Strategic Management Journal, 34 (3), 358-372, 2013. *This paper was a finalist for the 2014 Prix Académique de la Recherche en Management (Syntec Etudes & Conseil, Paris), awarded to research with practical value for consulting and business practice.*
  - Unpacking firm exit at the firm and industry levels: The adaptation and selection of firm capabilities (with Annetta Fortune), Strategic Management Journal, 33(7): 794-819, 2012.
  - How potential knowledge spillovers between venture capitalists' entrepreneurial projects affect the specialization & diversification of VC funds when VC effort has value (with Hyoung Goo Kang and Rich Burton), Strategic Entrepreneurship Journal, 2011, 5: 227-246.
  - Business transformation in heterogeneous environments: The impact of market development and firm strength on growth and retrenchment reconfiguration (with Abhirup Chakrabarti and Elena Vidal), Global Strategy Journal, 1: 6-26, 2011.
  - When the social structure overshadows competitive incentives: The effects of network embeddedness on joint venture dissolution (with Francisco Polidoro Jr. and Gautam Ahuja), Academy of Management Journal, 54 (1): 203-223, February 2011.
  - The hollow corporation revisited: Can governance mechanisms substitute for technical expertise in managing buyer-supplier relationships? (with Anne Parmigiani), European Management Review, 7, 46-70, 2010.
  - Responding to rivals and complements: How market concentration shapes generational product innovation strategy (with Scott Turner and Rich Bettis), Organization Science, 21 (4) July-August 2010: 854-872.
  - Structural homophily or social asymmetry? The formation of alliances by poorly-embedded firms (with Gautam Ahuja and Francisco Polidoro Jr.), Strategic Management Journal, 30 (9), 941-958, 2009. Talk, think, read (if absolutely necessary): The impact of social, personal, and documentary knowledge on task performance (with Kim-Chi Trinh), European Management Review, 6(1): 29-44, 2009.
  - Complementarity, capabilities, and the boundaries of the firm: The impact of intrafirm and interfirm expertise on concurrent sourcing of complementary components (with Anne Parmigiani), Strategic Management Journal, 30: 1065-1091, 2009.
  - Selection capability: How capability gaps and internal social frictions affect internal and external strategic renewal (with Laurence Capron), Organization Science, 2009, 20 (2): 294-312. *This paper received an award in 2011 from the "Prix Académique Syntec du Conseil en Management" in France as the Best Paper in the*

*“Strategy and Finance” category.*

- A tale of two heart hospitals: How organizational innovation can reform health care, and (more important) why it hasn't (with Barak Richman, Krishna Udayakumar, and Kevin Schulman), Health Affairs, 27 (5), Special issue on health care delivery, September-October 2008. Also published in the Duke Law School Faculty Scholarship Series, 2009.
- Physician-Industry cooperation in the medical device industry: Collaborative innovation or conflict of interest? (with Aaron Chatterji, Kira Fabrizio, and Kevin Schulman), Health Affairs, Special Issue on Medical Technology, 27, no. 6: 1532-1543, November 2008.
- Non-contractibility and asset specificity in reverse auctions: An empirical analysis (with Sunil Mithas and Joni Jones), Management Information Systems Quarterly, 32, 705-724, 2008. .
- Disentangling the influences of leaders' relational embeddedness on inter-organizational exchange (with Jeffery Q. Barden), Academy of Management Journal, 50 (6): 1440-1461, December 2007.
- Do corporate chains effect quality of care in nursing homes? The role of corporate standardization (with Jane Banaszak-Holl, Whitney Berta, Joel AC Baum, Akiko Kamimura, and Carmen Weigelt), Health Care Management Review, 32 (2), 168-178, April-June 2007. .
- Modularity and the impact of buyer-supplier relationships on the survival of suppliers (with Glenn Hoetker and Anand Swaminathan), Management Science, 58 (2): 178-191, 2007.
- When is more better? The impact of business scale and scope on long-term business survival, while controlling for profitability (with Janet Bercovitz), Strategic Management Journal, 28 (1): 61-79, 2007.
- Turnover events, vicarious information and the reduced likelihood of outlet-level exit among small multi-unit organizations (with Arturs Kalnins & Anand Swaminathan), Organization Science, 17(1):118-131, 2006.
- Chain-to-component transfer learning in multiunit chains: U.S. nursing homes, 1991-1997, (with Joel A.C. Baum, Jane Banaszak-Holl, Whitney B. Berta), Industrial and Corporate Change, 15 (1): 41-75, 2006. A dual networks perspective on inter-organizational transfer of R&D capabilities: International joint ventures in the Chinese automotive industry (with Zheng Zhao and Jay Anand), Journal of Management Studies, 42 (1), 127-160, 2005.
- Growth dynamics: The bi-directional relationship between interfirm collaboration and business sales in entrant and incumbent alliances (with Kulwant Singh), Strategic Management Journal, 26: 497-522, 2005.
- Using acquisitions to access multinational diversity: Thinking beyond the domestic versus cross-border M&A comparison (with Laurence Capron and Jay Anand). Industrial and Corporate Change, 14 (2): 191-224, 2005.
- Dynamic inducements in R&D investments: Market signals and network locations (with Pasha Mahmood and Pek Hooi Soh), Academy of Management Journal, 47 (6): 907-917, 2004.
- Two faces: Effects of business groups on innovation in emerging economies (with Ishtiaq P. Mahmood), Management Science, 50 (10), 1348-1365, 2004. An earlier version of this paper received the Haynes Best Paper Award at the 2001 Academy of International Business (AIB) meetings in Sydney, Australia.
- Focusing firm evolution: The impact of information infrastructure on market entry by U.S. telecommunications companies, 1984-1998 (with Charles Williams). Management Science, 50 (11), 1561-1575 2004.
- Where Firms Change: Internal Development versus External Capability Sourcing In the Global Telecommunications Industry (with Laurence Capron), European Management Review, 1 (2): 157-174, 2004.
- Innovation through acquisition and internal development: A quarter-century of business reconfiguration at Johnson & Johnson (with Samina Karim), Long Range Planning, 37: 525-547, 2004.
- Asymmetric performance: The market share impact of scale and link alliances in the global auto industry (with Pierre Dussauge and Bernard Garrette), Strategic Management Journal, 25 (7), 701-711, 2004.
- Transferring collective knowledge: Teaching and learning in the Chinese auto industry (with Jane Zhao and Jay Anand), Strategic Organization!, 2: 133-167, 2004.
- Who buys what? How integration capability affects acquisition incidence and target choice (with J. Myles Shaver), Strategic Organization!, 1 (2): 171-202, 2003.
- Editorial comment: How Do Firms Change in the Face of Constraints to Change? An Agenda for Research on Strategic Organization (with Anita McGahan), Strategic Organization!, 1 (2): 231-240, 2003.
- Foreign direct investment and host country productivity: The American automotive component industry in the 1980s (with Wilbur Chung and Bernard Yeung). Journal of International Business Studies, 34: 199-218, 2003.
- Alliances with Competitors: How to Combine and Protect Key Resources (with Pierre Dussauge and Bernard Garrette), Journal of Creativity and Innovation Management, Special Issue on Managing Knowledge for

Innovation, 2002.

- The rise of human service chains: Antecedents to acquisitions and their effects on the quality of care in U.S. nursing homes (with Jane Banaszak-Holl, Whitney Berta, Joel Baum, and Dilys Bowman), Managerial and Decision Economics, Special Issue concerning "Conversations on the Dynamics, Context, and Consequences of Strategy" (eds., Margaret A. Peteraf and Walter J. Ferrier), volume 23 (nos. 4 & 5), 261-282, June-August 2002.
- What role do acquisitions play in Asian firms' global strategies? Evidence from the medical sector, 1978-1995 (with J. Myles Shaver), Asia Pacific Journal of Management, 19: 489-502, 2002.
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- Learning from competing partners: Outcomes and durations of scale and link alliances in Europe, North America, and Asia (with Pierre Dussauge and Bernard Garrette), Strategic Management Journal, 21 (2), 99-126, 2000.
- The impact of new manufacturing requirements on production line productivity and quality at a focused factory (with Ashok Mukherjee and Brian Talbot). Journal of Operations Management, 18(2): 139-168, 2000. *The Midwest Decision Sciences Institute (DSI) recognized this paper with the "Stan Hardy Award" for the best Operations Management paper published in the year 2000. The paper also won a "2000 Best Paper Finalist" award from the Journal of Operations Management.*
- Growth incentives to invest in a network externality environment (with Mani Chacko). Industry and Corporate Change, Special Issue on Telecommunications Policy and Strategy, 7 (4), 731-745, 1998.
- The role of acquisitions in reshaping business capabilities in the international telecommunications industry (with Laurence Capron) Industry and Corporate Change, Special Issue on Telecommunications Policy and Strategy, 7 (4), 715-730, 1998.
- *Introduction*: Special Issue on Telecommunications Policy and Strategy (with Brad Killaly). Industrial and Corporate Change, 7 (4), 581-584, 1998.
- Bilateral resource redeployment following horizontal acquisitions: A multi-dimensional study of business reconfiguration (with Laurence Capron). Industrial and Corporate Change, 7, 453-484, 1998.
- Evolutionary diffusion: Internal and external methods used to acquire encompassing, complementary, and incremental technological changes in the lithotripsy industry (with Anuradha Nagarajan). Strategic Management Journal, 19, 1063-1079, 1998.
- Organizational evolution in the inter-organizational environment: Incentives and constraints on international expansion strategy (with Anand Swaminathan and Xavier Martin). Administrative Science Quarterly, 43, 566-601, 1998. *The Proceedings of the 1996 Academy of Management (OMT division) published a summary of an earlier version of this paper.*
- Resource redeployment following horizontal mergers and acquisitions in Europe and North America, 1988-1992 (with Laurence Capron and Pierre Dussauge), Strategic Management Journal, 19, 631-661, 1998.
- The influence of local search and performance heuristics on new design introduction in a new product market: The case of magnetic resonance imaging (with Xavier Martin). Research Policy, 26, 753-771, 1998.
- *Introduction and commentary* on "The influence of endogenous and exogenous change on entry to mature industries" (by Anand Swaminathan), Strategic Management Journal, Editor's Choice Special Issue, 19, 405-411, 1998.
- Post-acquisition strategy and performance in the international telecommunications sector: An empirical analysis of four cross-border horizontal acquisitions with implications for acquisitions theory (with Laurence Capron). European Management Journal, 15 (3), 237-251, June 1997.
- *Introduction*: Special Issue on The interactions of organizational and competitive influences on strategy and performance (Co-editor, with Rebecca Henderson), Strategic Management Journal, Summer 1997.
- The effect of own-firm and other-firm experience on foreign direct investment survival in the United States (with J. Myles Shaver and Bernard Yeung). Strategic Management Journal, 18, 811-824, 1997.
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- Precarious collaboration: Business survival after partners shut down or form new partnerships (with Kulwant Singh). Strategic Management Journal, Volume 17, 95-115, *Special Issue on Evolutionary Perspectives on Strategy*, 1996.
  - Survival of businesses using collaborative relationships to commercialize complex goods (with Kulwant Singh). Strategic Management Journal, 17 (3), 169-196, 1996.
  - Coalition formation in standard-setting alliances (with Robert Axelrod, Scott Bennett, Erhard Bruderer, and Robert Thomas). Management Science, 41, 9, 1493-1508, 1995.
  - Recreating and extending Japanese automobile buyer-supplier links in North America (with Xavier Martin and Anand Swaminathan). Strategic Management Journal, 16, 580-619, 1995.
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  - Spillover effects of expansion on a base business when product-types and firm-types differ (with Kulwant Singh). Journal of Management, 21 (1), 81-100, 1995.
  - Influences on R&D growth of Japanese pharmaceutical firms, 1975-1990 (with Thomas Roehl and Ronald Slattery). Journal of High Technology Management Research, 6 (1): 17-31, Spring 1995.
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  - Foreign entrant survival and foreign market share: Canadian companies' experience in United States medical sector markets (with J. Myles Shaver and Bernard Yeung). Strategic Management Journal, 15, 555-567, 1994.
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  - Pharmaceutical prices, quantities, and innovation: Comparing Japan with the U.S. (with Naoki Ikegami and Joan Penner-Hahn). PharmacoEconomics, 6 (5), 424-433, 1994.
  - Differentiating between marketing-driven and technology-driven vendors of medical information systems (with Bruce A. Friedman and Kulwant Singh). Archives of Pathology and Laboratory Medicine, 118, 785-788, August 1994.
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  - Death of the lethargic: Effects of expansion into new technical subfields of an industry on performance in a firm's base business (with Kulwant Singh). Organization Science, 4 (2), 152-180, May 1993.
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  - An analysis of the relationship between a department of pathology and the vendor of its laboratory information system (with Bruce A. Friedman). American Journal of Clinical Pathology, 97(3): 363-368, March 1992.

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- Using the laboratory information system to achieve strategic advantage over the competitors of hospital-based clinical laboratories (with Bruce A. Friedman). *Clinics in Laboratory Medicine*, 11 (1): 187-202, March 1991.
- Dual clocks: Entry order influences on industry incumbent and newcomer market share and survival when specialized assets retain their value. *Strategic Management Journal*, 12 (2): 85-100, February 1991.
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- Organizational innovation, the clinical laboratories, and the laboratory information system (with Bruce A. Friedman). *Clinical Laboratory Management Review*: 4, 345-351, September/October 1990.
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#### **Book chapters and edited volumes** ([publications top](#))

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#### 14. CONFERENCE, SEMINAR, AND GUEST PRESENTATIONS [\[top\]](#)

- Keynote address, SMS conference, Costa Rica, December 2017.
- Value chain integration, Strategic Management Society meetings, October 2017.
- Resource deployment by middle managers, Academy of Management meetings, August 2017.
- Panelist, Innovation Education for Life Sciences, Global Educators Network for Health Innovation Education (GENiE) conference, Harvard Business School, October 7, 2017.
- Moderator, BlueRock Ventures case discussion, Regenerative Medicine summer conference, Toronto, July 2017.
- Keynote address, Asian Academy of Management meetings, Kathmandu, Nepal, March 2017.
- Research methods opportunities in strategy, SMS conference, Rome, March 2017.
- Modes of change during the pre-commercialization stage in the genetic agriculture sector, Stanford University, Engineering Department, Fall 2016.
- Resource deployment by middle managers, Wharton School, Management department, Spring 2017.
- Knowledge sources and the performance of environmental waste reduction (with Nel Dutt and Luca Berchicci), *Informa*, Strategy Science track, Nashville, November 2016.
- 4th Global Symposium on Health Systems Research, Vancouver, November 16-18, 2016 (T-HOPE team)
  - Integrating Primary Care and MNCH in Low-and-Middle Income Countries
  - Investing in Health Innovation in LMICs – An analysis of UK, USA, and Canada government programs from 2010-2015
  - Reverse innovation in health care services.
- Professional Development Workshop: The Social Construction of Markets (with Jessica Burshell, Marvin Lieberman, Joe Porac, and Violina Rindova), Academy of Management Meetings, August 5-9, 2016, Anaheim, California. "
- Professional Development Workshop: Brokers and Brokerage in a Dynamic Context (with Kwangjune Ahn, Ron Burt, Russell Funk, and Tim Rowley), Academy of Management Meetings, August 5-9, 2016, Anaheim, California.
- Professional Development Workshop: The Unintended Consequences of Best Corporate Governance Practices: Implications for the Meaningfulness of Organization (with Rich Carney, Ruth Aguilera, Christina Ahmadjian, Amanda Cowen, Sea-Jin Chang, and Shuping Li), Academy of Management Meetings, August 5-9, 2016, Anaheim, California.
- The effect of industry incubation on internal and external sourcing of capabilities (with Mahka Moeen and Rajshree Agarwal) part of a showcase symposium on "Reconfiguring Capabilities for Knowledge Development and Market Entry" (with Mahka Moeen, Rajshree Agarwal, Ari Dothan, Nilanjana Dutt, Aseem Kaul, Dovev Lavie, Elena Vidal, Brian Wu, Yan Yang), Academy of Management Meetings, August 5-9, 2016, Anaheim,



California.

- Effect of Competition between Focal Firm's Partners on Alliance Disbandment in Alliance Portfolios (with Navid Asgari, Kulwant Singh, and Vivek Tandon), 2016 Academy of Management Meeting, August 5-9, 2016, Anaheim, California (paper will appear in conference best paper proceedings).
- Druid debate on econometric identification (with Karin Hoisl, Timothy Simcoe, and David Waguespack) Copenhagen, June 2016, <https://vimeo.com/172388505>
- Med-tech commercialization trends. Sunnybrook Research Institute. December 9, 2015.
- The impact of search space breadth on search performance. Baruch College, December 3, 2015
- Two Dimensions of Reconfiguration: The Impact of Activity Addition and Subtraction on Firm Scope and Turnover (with Chris Liu and Joel Blit), Advances in Strategic Management special conference on resource redeployment, Strasbourg, France, November 2015.
- Search space and performance of waste reduction. National University of Singapore, September 2015
- Emerging market strategy, Nepal University, Kathmandu, October 2015.
- Out with the Old, In with the New: The Impact of Divestitures on Performance (with Elena Vidal). SMS annual meetings, Denver, Fall 2015.
- Symposium: Strategy research at crossroad- Interesting papers in strategy: What are they & how do we know? Presented at the Academy of Management meetings, Vancouver, August 2015.
- Increased Non-Family Large Shareholders In Family-Controlled Firms: Do They Affect Precipitate CEO Turnover? (with Li Shuping) Asia Academy of Management, April 2015.
- Structural Influences on Alliance Portfolio Reconfiguration Following a Technological Discontinuities (with Navid Asgari and Kulwant Singh). Presented at the Academy of Management meetings, Vancouver, BPS division, 2015.
- Out with the old, in with the new? The impact of divestitures on firm performance (with Elena Vidal). Presented at the Academy of Management meetings, Vancouver, BPS division, 2015.
- Professional Development Workshop (PDW): Social construction of markets (with Anne Bowers and Jessica Bursnell). PDW at the Academy of Management meetings, Vancouver, OMT division, 2015.
- Professional Development Workshop (PDW): Comparative strategic governance in developed and emerging economies (with Shuping Li). Academy of Management meetings, Vancouver, BPS division, 2015.
- Professional Development Workshop (PDW): Writing workshop (with Rajshree Agarwal and Alfonso Gambardella). Academy of Management meetings, Vancouver, BPS division, 2015.
- Professional Development Workshop (PDW): Writing workshop (with Rajshree Agarwal and Alfonso Gambardella). Academy of Management meetings, BPS division, August 2014.
- The co-development of markets and firms: Exploring the role of incubators in emerging market economies (with Nilanjana Dutt, Olga Voronina Hawn, Elena Vidal, Aaron Chatterji, and Anita McGahan), SMS special conference, Tel Aviv, March 2014.
- Performance measurement in low- and middle-income countries (T-HOPE team), Canadian Conference on Global Health, Ottawa, October 2013.
- Performance measurement in low- and middle-income countries: Developing credible and feasible metrics to evaluate innovative private sector programs (T-HOPE team). Presented at The private sector in health (T-HOPE team): The iHEA Pre-Congress Symposium - Analyzing Markets for Health-Related Goods and Services in Low- and Middle-Income Countries. July 6, 2013 Sydney, Australia.
- Maternal, newborn, and child health: Exploring and evaluating private sector innovations in low- and middle-income countries (*T-HOPE team*). Presented at The private sector in health (T-HOPE team): The iHEA Pre-Congress Symposium - Analyzing Markets for Health-Related Goods and Services in Low- and Middle-Income Countries. July 6, 2013 Sydney, Australia.
- Professional Development Workshop (PDW): Writing workshop (with Rajshree Agarwal and Alfonso Gambardella). Academy of Management meetings, BPS division, 2013.
- Panelist, Conference Board – McKinsey conference on Joint Ventures, New York, March 14, 2013.
- Business strategy in capital cities in emerging markets (with Aldas Kriauciunas), 2012 meetings of the SMS.
- The role of geographic distance in completing related acquisitions: Evidence from the U.S. chemical manufacturing sector (with Abhirup Chakrabarti), 2012 meetings of the Academy of Management.
- Professional Development Workshop (PDW): "Corporate Sustainability and Responsibility & Emerging

Markets: Cross-Border Research Opportunities" (with Olga Hawn), 2012 Academy of Management Meeting, August 3-7, Boston, MA.

- Professional Development Workshop (PDW): "Aspirations as a Driver of Organizational Change and Innovation", (with Elena Vidal), 2012 Academy of Management Meeting, August 3-7, Boston, MA.
- External resource sourcing: Does experience help firms select governance modes? Presented at Simon Fraser University, April 2012.
- Research Strategies, Simon Fraser University, April 2012.
- Keynote speaker, Cancer Care Ontario (CCO) CIO conference on Innovation and Integration in Health Informatics, February 9, 2012, Toronto, Ontario.
- Boundaries of the Firm: Two panel sessions on internal dimensions (with Hyoung-Goo Kang, Rich Burton, Olga Hawn, John Joseph, Vibha Gaba, Ashish Arora, Sharon Belenzon, Luis Rios) and external dimensions (with Nilanjana Dutt, Olga Voronina Hawn, Elena Vidal, Aaron Chatterji, Anita McGahan, Arie Lewin, Stephan Manning, Silvia Massini, Carine Peeters), INFORMS, November 2011.
- Business Incubators and Economic Development in Emerging Markets (with Nilanjana Dutt, Olga Voronina Hawn, Elena Vidal, Aaron Chatterji, and Anita McGahan), INFORMS, 2011.
- How M&A Valuations Differ as Knightian Uncertainty and Controversy Vary (with Hyoung-Goo Kang, Richard Burton, and Wonseok Woo), SMS annual meetings, 2011.
- Building communities of scholars via PhD and advisor conferences. Inaugural SEI conference, HEC Business School, October 2011.
- South to North innovation transfer (work with Rahim Rezaie and Anita McGahan). HEC Business School, October 2011.
- Pride and Prejudice: Dow Jones Sustainability Index Additions and Deletions (with Olga Voronina Hawn and Aaron Chatterji)
  - 11th annual Strategy and the Business Environment Conference, Wharton, May 9-10, 2011
  - Reputation Institute, 15th International Conference on Corporate Reputation, Brand, Identity and Competitiveness, New Orleans, May 18-20, 2011
  - IABS June 23-26 2011, Bath, UK
  - EGOS July 7-9 2011
- How firms' boundaries and focus differ as agency hazards and capability extendability vary (with Hyoung Goo Kang and Rich Burton), June 2011. SMS Special Conference, San Diego, CA "CK Prahalad: Reaching over Boundaries and Expanding Possibilities,.
- Business Incubators and Economic Development in Emerging Markets (with Nilanjana Dutt, Olga Voronina Hawn, Elena Vidal, Aaron Chatterji, and Anita McGahan), Baruch College, New York, November 2010 Satter Conference, New York, October 2010
- Pride and Prejudice: Dow Jones Sustainability Index Additions and Deletions (with Olga Voronina Hawn and Aaron Chatterji) ; nominated for "Best Paper" award at the conference.
- Business Incubators and Economic Development in Emerging Markets (with Nilanjana Dutt, Olga Voronina Hawn, Elena Vidal, Aaron Chatterji, and Anita McGahan), SMS conference, September 2010.
- Firms, Ecosystems and Innovation, Professional Development Workshop (PDW), 2010 Academy of Management, with Anne Parmigiani, Allan Afuah, Ron Adner, Carliss Baldwin, and Rahul Kapoor.
- "Entrepreneurial Strategies in Low Income Countries: How Our Scholarship Can Change the World", Panel for the 2010 Academy of Management (with Aaron Chatterji, Allan Afuah, and Jay Barney).
- Business growth in emerging markets (based on work with Abhirup Chakrabart and Elena Vidal). GSJ special issue conference, Chicago, July 2010.
- Keynote speaker, Innovation strategy, Tilburg Conference on Innovation, June 2010.
- Research Strategies, Warwick University, June 2010.
- Business growth in emerging markets (based on work with Abhirup Chakrabart and Elena Vidal). Presented at IESE (Madrid), Universidad Juan Carlos III (Madrid), and INSEAD, May 2010.
- Publication strategy, IESE, May 2010.
- How Knowledge Spillovers between Venture Capitalists and Entrepreneurs Affect the Specialization and Diversification of Venture Capital Funds (with Hyoung Goo Kang and Rich Burton), Strategic Entrepreneurship Special Issue Conference, April 2010. .
- Publication strategy, National University of Singapore, March 2010.

- Business Incubators and Economic Development in Emerging Markets (with Nilanjana Dutt, Olga Voronina Hawn, Elena Vidal, Aaron Chatterji, and Anita McGahan), University of Toronto presentation, February 2010.
- Organizational capital budgeting (with Hyoung Goo Kang and Rich Burton). Presented at BYU (spring 2009), Rotterdam Capabilities conference (June 2009), and SMS conference (October 2009). This paper received an honourable mention for the 2009 SMS conference “Best Paper” award.
- Relational rents meet social rigidity: Barriers to pooling network resources in alliances (with Bernard Garette and Frederic Dalsace), 2009 meeting of the Academy of Management.
- External resource sourcing: Does experience help firms select governance modes? (with Laurence Capron), 2009 meeting of the Academy of Management.
- Managing vertical relations in horizontal alliances: Leveraging relational rents or indulging in bad habits? (with Frédéric Dalsace and Bernard Garrette). Strategic Management Society annual conference, Cologne, October 2008.
- Innovation by business groups in Taiwan, 1981-2000: The impact of strategic scope and market development on local search arising from intra-group buyer-supplier ties (with Chung Chi-nien and Ishtiaq Mahmood), West Coast Research Symposium, Stanford University, September 2008.
- Entrepreneurial entry meets dynamic capabilities: Issues related to firm and market dynamism. Academy of Management Showcase Symposium, Business Policy and Strategy (BPS), Organizational Theory (OMT), and Technology and Innovation Management (TIM) divisions, August 2008.
- Organizational decision making in the context of environmental uncertainty: The effects of strategy, structure and size. A Presenter Symposium, Business Policy and Strategy (BPS), Technology and Innovation Management (TIM), and Organizational Management and Theory (OMT) Divisions, August 2008.
- Consistency and performance in organizations (with Scott Rockart), SMS conference, October 2007.
- The impact of knowledge boundaries on production boundaries: sourcing choices for technologically interdependent components (with Anne Parmigiani), SMS conference, October 2007.
- How intrafirm and interfirm expertise affect the sourcing decisions of technologically interdependent components (with Anne Parmigiani), Academy of Management (TIM division), August 2007.
- Political ties and strategy: The impact of types and destinations of ties on diversification (with Ishtiaq Mahmood and Chung Chi-Nien), Academy of Management (BPS division), August 2007.
- Political ties and strategy: The impact of types and destinations of ties on diversification (with Ishtiaq Mahmood and Chung Chi-Nien), Academy of International Business, June 2007.
- Data development and innovation, FIVE conference, Tuck School of Business, May 2007.
- Political Connections and Business Strategy in Closed and Open Institutional Contexts: The Impact of Types and Destinations of Ties on Business Diversification (with Ishtiaq Mahmood and Chung Chi-Nien), Sixth Annual Strategy and the Business Environment Conference, Harvard Business School, April 2007.
- Strategic renewal: Firm capabilities; decision making and mechanisms for enabling innovation (with Laurence Capron). 2006 Academy of Management meetings.
- High Point or Hobgoblin? Consistency and Performance in Organizations (with Scott Rockart). 2006 SMS conference.
- High Point or Hobgoblin? Consistency and Performance in Organizations (with Scott Rockart). 2006 ACAC conference, Emory University, June.
- Consistency and performance. University of Cyprus Finance and Accounting conference, June 2006.
- Strategy in a changing environment. Dean’s alumni series, National University of Singapore Business School, April 28 2006.
- Learning and protection in alliances. National University of Singapore Business School PhD forum, May 2006.
- Consistency and performance. National University of Singapore Business School faculty seminar series, May 2006.
- Alliances and acquisitions as modes of fundamental business change (with Laurence Capron). 2005 SMS meetings.
- Modes of change within dynamic capabilities research. Panel, 2005 SMS meetings.
- Alliance management research and practice. Association of Strategic Alliance Professionals (ASAP) meetings, September 2005, Indianapolis, IN, sponsored by Eli Lilly and Indiana University.

- The Janus face of intra-firm ties: Group-wide and affiliate-level innovation by multi-business firms in Taiwan (with Chung Chi-nien and Ishtiaq Mahmood). Academy of Management (IM Division), 2005.
- How buyers shape supplier performance: Can governance skills substitute for technical expertise in managing out-sourcing relationships? (with Anne Parmigiani). Academy of Management (TIM Division), 2005. Strategic capabilities and knowledge transfer within and between organizations (with Miguel Rivera and Pierre Dussauge). Academy of Management (BPS & OMT Divisions), 2005. Discriminating alignment: Resources, dynamic capabilities, and the success of internal development, May 2005. SMS planning conference for next generation research.
- *Strategic Management Society, 2004*. Slowed reaction: How information infrastructure affects firms' structural responses to strategic change (with Charles Williams).
- *Strategic Management Society, 2004*. Use it *and* lose it? The transitory advantages of selling to high status customers (with Glenn Hoetker and Anand Swaminathan)
- *Strategic Management Society, 2004*. Symposium on "The Dynamics of Organizational Resources and Capabilities" (Chair: Margaret Peteraf, Dartmouth; Panelists: Connie Helfat, Dartmouth; Sid Winter, Wharton; Will Mitchell, Duke; Harbir Singh, Wharton; Syd Finkelstein, Dartmouth; Margaret Peteraf, Dartmouth)
- *Academy of Management, 2004*: How Elephants Learn New Tricks: Internal and External Capability Sourcing In the European Telecommunications Industry (with Laurence Capron). OMT division.
- *Academy of Management, 2004*: "Networks in organizational populations: The impact of extra-network organizations on firm performance" (with Glenn Hoetker and Anand Swaminathan). BPS division.
- *Academy of Management, 2004*: "Firm Evolution and Strategic Renewal: The Challenges and Consequences of Change" (Chairs: Rajshree Agarwal and MB Sarkar; Panelists: Mary Benner, Constance Helfat, Aija Leiponen, Will Mitchell, MB Sarkar, Mary Tripsas, Charles Williams); BPS and TM divisions.
- *Academy of Management, 2004*: Panel: Boundaries and Innovation – Rethinking the Nature of Actionable Knowledge (Organizers: Michael Gibbert, Bocconi U; Liisa Valikangas, Woodside Institute; Gary Hamel, London Business School; Presenters: Max Boisot, U. of Catalunya and Cambridge; Deborah Dougherty, Rutgers; Ian MacMillan, Wharton; Will Mitchell, Duke; Johan Roos, Imagination Lab Foundation; Bart Victor, Vanderbilt)
- The commercialization of nursing home care: Does for-profit efficiency mean lower quality or do corporations provide the best of both worlds? McGill University, March 2004.
- The impact of business groups on innovation in emerging economies. University of Illinois at Urbana-Champaign, January 2004.
- Focusing firm evolution: The impact of information infrastructure on market entry by U.S. telecommunications companies, 1984-1998 (with Charles Williams), SMS meetings, November 2003.
- The commercialization of nursing home care: Does for-profit efficiency mean lower quality or do corporations provide the best of both worlds? (with Aparna Venkatraman, Jane Banaszak-Holl, Whitney Berta, and Joel Baum), SMS meetings, November 2003. This paper was selected as an Honorable Mention paper of the sixth annual SMS Best Conference Paper Prize.
- The impact of business groups on innovation in emerging economies. Wharton School, International Management seminar series, September 30, 2003.
- The Effect of Active Asset Management on Business Performance in Varied Institutional Environments: Evidence from East Asian Firms (with Abhirup Chakrabarti and Janet Bercovitz), January 2003. Academy of Management meetings (IM division), Seattle, August 2003.
- Which institutional failures matter? The effect of market and internal failures on capability sourcing choices and effectiveness (with Laurence Capron). Academy of Management meetings (BPS division), Seattle, August 2003.
- The determinants of inter-partner learning in alliances: An empirical study in e-commerce (with Miguel Rivera and Pierre Dussauge). Academy of Management meetings (BPS division), Seattle, August 2003.
- DRUID Summer Conference 2003 on Creating, Sharing and Transferring Knowledge: The role of Geography, Institutions and Organizations. Copenhagen, June 12-14, 2003. Jane Banaszak-Holl, Will Mitchell Joel A. C. Baum, Whitney B. Berta: Chain-to-component Transfer Learning in Multiunit Chains: U.S. Nursing Homes, 1991-1997 (presented by Joel Baum).
- Coordination and protection abilities in alliances: An empirical study on e-commerce firms (with Miguel Rivera and Pierre Dussauge). EURAM conference, Milan, April 3-5, 2003.

- Transferring Collective Knowledge Between Global and Regional Firms: Teaching and Learning in the Chinese Auto Industry (with Jane Zhao and Jay Anand). Duke University JIBS and CIBER Conference on “Emerging Frontiers in International Business Research”, March 6-9, 2003.
- When Is More Better? The Impact Of Business Size And Scope On Long-Term Business Survival, While Controlling For Profitability. 2002 Strategic Management Society meetings, Paris.
- Renewing Capabilities in the Telecommunications Industry: When do Firms Search Inside vs. Outside their Boundaries? 2002 Strategic Management Society meetings, Paris.
- Non-contractible factors as Determinants of Electronic Market Adoption (with Sunil Mithas and Joni Jones), “Work in progress” presentations, ICIS, 2002 conference of the Association for Information Systems.
- Transferring collective knowledge: Collective and fragmented teaching and learning in the Chinese auto industry (with Jane Zhao and Jaideep Anand). Presented at the 2002 Academy of Management meetings (BPS division), August 2002.
- Modes And Effects Of Change: Evidence From Telecommunications Firms (with Laurence Capron), January 2002. Presented at the 2002 Academy of Management meetings (BPS division), August 2002.
- How Firms Change: Internal Development Versus External Capability Sourcing In the Global Telecommunications Industry (with Laurence Capron), January 2002. Presented at the 2002 Academy of Management meetings (IM division), August 2002.
- Commentary on "Relational Assets, Networks, and International Business Activity", by John H. Dunning. Prepared for the Academy of Management, AIM-IMD Distinguished Scholar Forum, Denver, August 2002.
- Teaching living cases. Academy of Management pre-conference session on teaching strategy courses. August 2002.
- Disciplined cross-disciplinary research in strategy. Academy of Management BPS doctoral consortium. August 2002.
- Revising and resubmitting articles for review. Academy of Management BPS doctoral consortium. August 2002.
- Cross-national research in strategy. Academy of Management pre-conference session (IM & BPS). August 2002.
- Creating great dissertations. Academy of Management pre-conference session (BPS), August 2002.
- Transferring Collective Knowledge: Teaching and Learning in the Chinese Auto Industry. Presented at the Organization Science Conference on “Corporate Transformations in the People's Republic of China: Implications for Management in Private, State and Foreign Firms”, July 2002.
- Acquisitions as a mode of business change. Conference on "Mergers, Acquisitions and Alliances: A Strategic Imperative for the New Europe?" Milan, Italy, organized by Bocconi University and Insead, May 2002.
- Micro-mechanisms for learning from alliances (with Miguel Rivera and Pierre Dussauge). Presented at the 2001 meetings of the Strategic Management Society, San Francisco, October 21-24, 2001.
- A window on the world: How firm information structure shapes business evolution of U.S. telecommunications companies, 1984-1998 (with Charles Williams). Presented at the 2001 meetings of the Strategic Management Society, San Francisco, October 21-24, 2001.
- The co-evolution of theory and methods for studying co-evolutionary theory. NOFIA Ph.D. Seminar on coevolution of strategy and organization form, October 3-5, 2001, Rotterdam School of Management, the Netherlands.
- The market share impact of inter-partner learning in alliances: Evidence from the global auto industry (with Pierre Dussauge and Bernard Garrette). Conference on “Cooperative Strategies and Alliances: What We Know 15 Years Later”, Lausanne, Switzerland, June 23 to 25, 2001.
- Chain-to-Component Transfer Learning in Multiunit Chains of U.S. Nursing Homes, 1991-1997 (with Joel A.C. Baum, Jane Banaszak-Holl, Whitney B. Berta, Dilys Bowman), Academy of Management meetings, August 2001, Washington D.C. Health Policy division.
- A Window on the World: How Firm Information Structure Shapes Business Evolution of U.S. Telecommunications Companies, 1984-1998 (with Charles Williams). Academy of Management meetings, August 2001, Washington D.C., BPS division (published in the Academy’s “Best Paper Proceedings”).
- A Network Perspective on Inter-Organizational Transfer of Knowledge: A Study of Automobile R&D in Chinese Joint Ventures (with Jane Zhao and Jaideep Anand). Academy of Management meetings, August 2001, Washington D.C., BPS division.

- What role do acquisitions play in Asian firms' global strategies? Evidence from the medical sector, 1978-1995 (with Myles Shaver). Asian Academy of Management, Singapore, December 2000.
- Doing and publishing top quality research in management, Asian Academy of Management, Singapore, December 2000.
- The impact of network structure on business survival after customers fail, National University of Singapore, December 2000.
- International strategy and business acquisitions, National University of Singapore, December 2000.
- Managing international acquisitions, International Business Institute, National University of Singapore, December 2000.
- The impact of network structure on business survival after customers fail, Duke University, November 27, 2000.
- The impact of network structure on business survival after customers fail: A routine-based view (with Anand Swaminathan and Glenn Hoetker), INFORMS conference, Session on "Trust & Governance in Interorganizational Relations" San Antonio, November 5-8, 2000.
- Learning in chains: Evidence from the nursing home sector. Wharton School, November 2, 2000.
- Causes of chain acquisition of U.S. nursing homes and their consequences for resident health outcomes and facility operating strategy, 1991-1997. Harvard Business School strategy conference, October 27-28, 2000.
- How do businesses change? Theory and evidence from telecommunications companies concerning relevant resources and market failures (with Laurence Capron), meetings of the Strategic Management Society, Vancouver, October 2000.
- Creating and protecting resources: Scale and link alliances between competitors in the telecom-electronics industry and other sectors (with Pierre Dussauge and Bernard Garrette), meetings of the Strategic Management Society, Vancouver, October 2000.
- Learning in chains: Evidence from the nursing home sector. University of Minnesota, October 2000.
- The impact of buyer performance on supplier survival. University of Toronto, October 2000.
- The impact of e-commerce in the U.S. trucking industry (with Anu Nagarajan, Enrique Canessa, and Chip White). Brookings Institute Internet Project Conference, Washington, DC, September 26, 2000.
- E-Commerce in the U.S. trucking industry: Information technology & B2B trends (with Anu Nagarajan, Enrique Canessa, and Chip White). Presentation to the industry governing board of the University of Michigan Trucking Industry Program (UMTIP), Ann Arbor, June 8, 2000.
- The impact of e-commerce in the U.S. trucking industry (with Anu Nagarajan, Enrique Canessa, and Chip White). Brookings Institute working session, Washington, DC, May 23, 2000.
- E-Commerce and the changing terms of competition in the trucking industry: A study of the changing industry structure and firm level impacts due to the introduction of "e-business" in the trucking environment" (with Anu Nagarajan, Enrique Canessa, and C.C. White III). Presented at a conference on "E-Commerce and the Changing Terms of Competition: A View From Within the Sectors." Berkeley Roundtable on the International Economy (BRIE), Berkeley, CA, April 28, 2000.
- Causes and consequences of chain acquisitions: Health performance and operating strategy of U.S. nursing homes, 1991-1997 (with Jane Banaszak-Holl, Whitney Berta, Joel Baum, and Dilys Bowman). Annual meetings of the Academy of Management (Health Care division) Toronto, August 2000.
- Network structure and business survival: The case of U.S. automobile component suppliers (with Glenn Hoetker & Anand Swaminathan). Annual meetings of the Academy of Management (Shared Interest track on Interorganizational Networks), Toronto, August 2000.
- Creating and protecting resources: Formation and governance of scale and link alliances between competitors (with Pierre Dussauge and Bernard Garrette). Annual meetings of the Academy of Management (BPS division), Toronto, August 2000.
- The consequences of chain acquisition of US nursing homes for health outcomes of residents and facility operating strategy, 1991-1997 (with Jane Banaszak-Holl, Whitney Berta, Dilys Bowman, and Joel Baum; presentation by Jane Banaszak-Holl), Annual meetings of the Association for Health Services Research, Los Angeles, June 2000.
- Causes and consequences of chain acquisitions: Health performance and operating strategy of U.S. nursing homes, 1991-1997 (with Jane Banaszak-Holl, Whitney Berta, Dilys Bowman, and Joel Baum; presentation by Will Mitchell), BYU-University of Utah Winter Strategy Conference, Provo, Utah, March 2000.

- Network structure and business performance: The case of U.S. automobile component supplier survival (with Anand Swaminathan and Glenn Hoetker; presentation by Will Mitchell), Brigham Young University, March 2000.
- Network structure and business survival: The case of U.S. automobile component suppliers (with Glenn Hoetker & Anand Swaminathan; presentation by Will Mitchell), February 2000, Organization Science Winter Conference, Keystone, Colorado.
- Effects of global scope on acquisition performance (with Jay Anand and Laurence Capron; presentation by Laurence Capron), Academy of International Business, Charleston, South Carolina, November 19, 1999.
- The role of acquisitions in the global diffusion of firm-specific resources (with Myles Shaver; presentation by Will Mitchell). Conference concerning Multinational Strategy: An Interdisciplinary Conversation, Wharton, October 23, 1999.
- The impact of buyer status and supplier autonomy on supplier survival in stable and dynamic networks (with Glenn Hoetker and Anand Swaminathan; presentation by Anand Swaminathan). Strategic Management Society conference, Berlin, October 1999.
- The influence of organizational structure on business diversification by telecommunications firm (with Charles Williams; presentation by Will Mitchell). Strategic Management Society conference, Berlin, October 1999.
- The role of acquisitions in business adaptation. Tuck/CCC Conference on the Evolution of Firm Capabilities, Dartmouth University, September 1999.
- Trust and buyer-supplier relations, discussant's comments, Academy of Management, Chicago, OMT paper session, August 1999.
- The impact of buyer status and supplier autonomy on supplier survival in stable and dynamic networks (with Glenn Hoetker and Anand Swaminathan; presentation by Will Mitchell). CCOR conference, Austin, June 25, 1999.
- Learning from competing partners: Outcomes and durations of scale and link alliances in Europe, North America, and Asia (with Pierre Dussauge and Bernard Garrette; presentation by Pierre Dussauge). Academy of Management Conference (BPS division), Chicago, August 1999.
- The impact of buyer status and supplier autonomy on supplier survival in stable and dynamic networks (with Glenn Hoetker and Anand Swaminathan; presentation by Glenn Hoetker). Panel presentation at the 1999 Academy of Management Conference (Special Interests Track, TIM), Chicago, August 1999.
- Performance of multi-business and multinational firms: Why does theory converge but results diverge? Panel presentation at the 1999 Academy of Management Conference (BPS division), Chicago, August 1999.
- Alliance formation and outcomes: Implications for an evolutionary competence-based view of strategy. Anderson School of Management, UCLA, June 11, 1999.
- Barriers and paths to successful change in a focused factory. University of Chicago conference on organizational change. June 1999.
- Asset divestiture after business acquisition (with Laurence Capron and Anand Swaminathan; presentation by Laurence Capron). Strategic Management Society Conference, Orlando, Florida, November 1998.
- Overcoming a standard bearer: Institutional, technological and strategic factors and their effect on challenges to NEC's personal computer in Japan (with David Methe, Junichiro Miyabe, and Ryoko Toyama; presentation by David Methe). Strategic Management Society Conference, Orlando, Florida, November 1998.
- Asset divestiture after business acquisition: Failure or reconfiguration? (with Laurence Capron and Anand Swaminathan; presentation by Will Mitchell). Academy of Management (BPS division), San Diego, August 1998.
- The impact of new manufacturing requirements on production line productivity and quality at a focused factory (with Ashok Mukherjee and Brian Talbot; presentation by Ashok Mukherjee). Academy of Management (OM division), San Diego, August 1998.
- Asset divestiture after post-acquisition resource redeployment. Mitsubishi International Conference, Transformation of Organizations and Strategies in the 21<sup>st</sup> Century, August 27-29, 1998 on business change. Yokohama, Japan.
- Conference on business adaptation. Northwestern University, June 1998.
- The role of business acquisitions in business change. Carnegie Mellon University, Organizational Learning conference, June 1998.
- Growth in network externality environments: Strategy and policy implications for investment in digital

- telecommunications infrastructure (with Mani Chacko; presentation by Mani Chacko). Conference of the Consortium for Research Concerning Telecommunications Policy and Strategy, Ann Arbor, June 1998.
- Successful and unsuccessful strategies for overcoming standard bearers (with David Methe, Junichiro Miyabe, and Ryoko Toyama; presentation by David Methe), February 1998. Association of Japan Business Studies (AJBS) conference, May 1998, Chicago.
  - The role of business acquisitions in business change. University of Pennsylvania, Wharton School, Emerging Technology Institute, April 1998.
  - The impact of post-acquisition resource redeployment on asset divestiture. New York University, Stern School, International Business and Strategy departments, April 1998.
  - Post-acquisition strategy and performance in the international telecommunications sector: An empirical analysis of four cross-border horizontal acquisitions with implications for acquisitions theory (with Laurence Capron). Consortium for Research Concerning Telecommunications Policy and Strategy, Berkeley, CA, June 1997.
  - Opportunities and constraints: The impact of production and organizing intangible resources on multi-dimensional firm performance (with Karen Bantel and Daniel Byrd). Strategic Management Society conference, Barcelona, October 1997.
  - Acquiring partners' capabilities: Outcomes of scale and link alliances between competitors (with Pierre Dussauge and Bernard Garrette). Strategic Management Society conference, Barcelona, October 1997.
  - Causality between international expansion and investment in intangibles, with implications for financial performance and firm survival (with Randall Morck, Myles Shaver, and Bernard Yeung), European International Business Association Conference, Stockholm, December 1996.
  - The role of established firms as the sources of major medical innovations (with David Methé and Anand Swaminathan). Informs conference, sessions on the Management of Medical Technology, Atlanta, November 5, 1996.
  - Skills needed by medical technology businesses and the impact on medical sector innovation: A survey of pharmaceutical, medical device, and healthcare services firms. Informs conference, sessions on the Management of Medical Technology, Atlanta, November 7, 1996.
  - Learning from the market: Entry by local and distant firms following the divestiture and dissolution of local and distantly-owned firms (with Arturs Kalnins). 1996 Academy of International Business, Banff, Alberta.
  - The underemphasized role of established firms as the sources of major innovations (with David Methé and Anand Swaminathan). Conference of the Consortium for Research Concerning Telecommunications Policy and Strategy, May 1996, Northwestern University.
  - Entrenched success: The reciprocal relationship between interfirm collaboration and business sales growth (with Kulwant Singh), Academy of Management (BPS division), August 1996.
  - Interorganizational evolution: Pairwise, population, and community effects on corporate international expansion (with Anand Swaminathan and Xavier Martin). Academy of Management (OMT division), August 1996.
  - Causality between international expansion and investment in intangibles, with implications for financial performance and firm survival (with Randall Morck, Myles Shaver, and Bernard Yeung). April 1996, University of Illinois at Urbana-Champaign.
  - The role of startup and established firms as the sources of major innovations (with David Methe and Anand Swaminathan). CEMS Graduate Conference, Unconventional solutions in the age of paradox, St. Gallen, Switzerland, February 8-9, 1996.
  - Management of Medical Technology, National INFORMS Conference, November 3-5, 1996, Atlanta. (i) Future skills needed by medical technology businesses (Educational Programs in MMT; Richard Burton, chair); (ii) The underemphasized role of established firms in the introduction of major medical innovations (MMT: Strategy; Sidney Winter, chair).
  - The underemphasized role of established firms as the sources of major innovations (with David Methe and Anand Swaminathan). Strategic Management Society conference, Mexico City, October 15-18, 1995.
  - Redeployment of resources within horizontal mergers and acquisitions: An international empirical study (with Laurence Capron and Pierre Dussauge). Academy of Management (Business Policy and Strategy division), August 1995.
  - The effect of losing a partner on the survival of businesses commercializing complex goods (with Kulwant Singh). Academy of Management symposium concerning "The Longitudinal Study Of Strategic Alliances" (International Management division), August 1995.



- The effect of own-firm and other-firm experience on foreign direct investment survival (with J. Myles Shaver and Bernard Yeung). Academy of Management (International Management division), August 1995.
- Foreign direct investment and host country supplier productivity (with Wilbur Chung and Bernard Yeung). Administrative Sciences Association of Canada (IB division), June 1995.
- Foreign direct investment and host country supplier productivity: The case of the American automotive components industry (with Wilbur Chung and Bernard Yeung). Academy of International Business, Boston, November 1994.
- Causality between international expansion and investment in intangibles, with implications for financial performance and firm survival (with Randall Morck, Myles Shaver, and Bernard Yeung). October 24, 1994.
- Academy of International Business, Boston, November 1994.
- The effect of introducing important incremental innovations on market share and business survival (with Catherine M. Banbury). Conference for the SMJ special issue on Technological Transformation and the New Competitive Landscape, University of North Carolina, September 8-11, 1994.
- Internal and external organizational methods used by industry incumbents to acquire know-how required for encompassing, complementary, and incremental technological change (with Anuradha Nagarajan).
- Academy of Management TIM division, August 1994. Recreating and extending buyer-supplier links (with Xavier Martin and Anand Swaminathan). Academy of Management symposium concerning "Longitudinal Research In Foreign Market Entry" (IB and BPS divisions), August 1994.
- Using other firms' resources: Do virtual businesses survive? Administrative Sciences Association of Canada (Policy division), Halifax, June 1994. Discussant in "Negotiating with the Japanese" session organized by University of Michigan Japan Technology Management Program, Winter 1994.
- Technology management at Japanese pharmaceutical firms. University of Michigan IOE seminar, January 1994. Formation of buyer-supplier linkages following international expansion. University of Illinois at Urbana-Champaign, November 1993.
- South East Michigan Health Association (SEMHA). Using alliances to mobilize community resources. October 14, 1993. Recreating and extending buyer-supplier links (with Xavier Martin and Anand Swaminathan).
- Strategic Management Society, September 1993. University of Michigan School of Business Administration summer program of historically-black colleges.
- Corporate Strategy approaches to teaching diversity, University of Michigan Business School. July 1993.
- Trends in pharmaceutical sales, R&D, and profitability in the Japanese pharmaceutical industry before and after Ministry and Health and Welfare pharmaceutical reimbursement price adjustments, 1981-1992. Presented to Japan Pharmaceutical Manufacturers Association, Tokyo, June 1993.
- Trends in pharmaceutical sales, R&D, and profitability in the Japanese pharmaceutical industry before and after Ministry and Health and Welfare pharmaceutical reimbursement price adjustments, 1981-1992 (with John C. Campbell and Thomas Roehl). Conference on Japan's Low-Cost Health Care System, Tokyo, March 1993.
- Factors influencing R&D growth of Japanese pharmaceutical firms (with Tom Roehl). Colorado High Technology Conference, June 1993. Survival and exit of firms relying on market, collaborative, and integrated orientations for commercializing complex goods in the American hospital information systems industry, 1965-1991 (with Kulwant Singh). Conference on *Science and Technology Policy into the Next Century*, hosted by the M.I.T.-Japan Science and Technology Program, January 7-9, 1993, Honolulu.
- Different approaches to R&D intensity, focus, and organisation taken by Japanese pharmaceutical firms (with Tom Roehl). Japan Business Studies conference, New York, January 1993.
- Death of the lethargic: Effects of expansion into new technical subfields of an industry on performance in a firm's base business (with Kulwant Singh). ORSA/TIMS, San Francisco, November 1992.
- Changing international presence in domestic and transition industries (with J. Myles Shaver and Bernard Yeung). Academy of International Business, November 1992, Brussels.
- Beating the rush: Survival of Canadian companies entering United States medical sector markets, 1968-1991 (with J. Myles Shaver and Bernard Yeung). Academy of International Business, November 1992, Brussels.
- IB 899, Supplier relations following international expansion, Professor Bernard Yeung. October 27, 1992.
- Strategies d'innovation: L'effet des degres de changement technologique (with Xavier Martin). Second International Conférence on Strategic Management (2e Conference Internationale de Gestion Stratégique), Groupe HEC, Jouy-en-Josas, France, October 1992.
- Technological complexity and organizational choice in the medical information systems industry (with Kulwant

- Singh). Academy of Management (OMT division), August 1992.
- International expansion: An evolutionary perspective. Academy of Management Showcase Session (IB and OMT divisions), August 1992. Winning the war of 2012: Survival of Canadian companies in United States medical sector markets, 1968-1991 (with J. Myles Shaver and Bernard Yeung). Administrative Sciences Association of Canada (IB division), June 1992.
  - Technological complexity and organizational choice in the medical information systems industry. Sloan Seminar, Columbia University, February 3, 1992.
  - Evolving industry structure (with Roger Kormendi and Robert Thomas). UM/SFI Outpost Seminar, University of Michigan, November 4-15, 1991.
  - Becoming global: Effects of international expansion on market share and survival (with J. Myles Shaver and Bernard Yeung). Strategic Management Society Conference, Toronto, October 1991.
  - Commercializing medical devices. Engineering 451, Technology and Society, Professor Marie Comninou. October 7, 1991.
  - Getting there: Effects on domestic performance of becoming more or less international in a global industry (with J. Myles Shaver and Bernard Yeung). Academy of International Business, Miami, October 1991.
  - Legitimacy and resource availability: Competitive or component explanations for density dependence? (with Kulwant Singh). Academy of Management (BPP division), Miami, August 1991.
  - A landscape theory of alliances with application to standards setting (with Robert Axelrod, Scott Bennett, Erhard Bruderer, and Robert Thomas). *Conference on Industrial Organization, Strategic Management, and International Competitiveness*, University of British Columbia, Vancouver, June 20-24, 1991.
  - Spillover effects of expansion and nonexpansion when product-types and firm-types differ (with Kulwant Singh). Administrative Sciences Association of Canada (Policy division), Niagara Falls, Ontario, June 1991.
  - Are more good things better? Conference on the Evolution of Firm Capabilities, Wharton School, University of Pennsylvania, Philadelphia, May 3-4, 1991 Cooperation, competition, and the kitchen sink (with Kulwant Singh).
  - Conference on Exploring the Meaning and Measurement of Cooperation and Legitimacy in Ecological and Institutional Theory. University of Michigan, Ann Arbor, January 1991.
  - Is it the right tool for the job? The case of population ecology theory applied to foreign direct investment (with Chad Nehrt). Academy of International Business, Toronto, October 1990.
  - Strategic entry groups: Analysis of interactions among industry entrants' origins, strategy, and performance (with Avi Fiegenbaum). Academy of Management (BPP division), San Francisco, August 1990.
  - Rollercoaster hazards: Two nonmonotonic periods of exit risk in medical equipment industries. Academy of Management (OMT division), San Francisco, August 1990.
  - Strategic entry into global manufacturing industries (with Avi Fiegenbaum). Industry-University Conference on Manufacturing Strategy, University of Michigan, Ann Arbor, January 1990.
  - Global differences in entry strategies (with C.K. Prahalad). Strategic Management Society, San Francisco, October 1989.
  - Origins of entrants into evolving industries (with Avi Fiegenbaum). Strategic Management Society, San Francisco, October 1989.
  - Event-history research methods. Academy of Management (Research Methods interest group), Washington, August 1989.
  - Enter and die. Academy of Management (OMT division), Anaheim, August 1988.
  - Commercializing nuclear medical imaging devices. St. Paul's Hospital, Vancouver. June 1988.
  - Dynamic tension and industry entry: An organizational economic analysis. Strategic Management Society, Boston, October 1987.
  - Dynamic tension: Theoretical and empirical analysis of entry into emerging industries. Asilomar Conference on Organizations, Pacific Grove, California, May 1987.
  - Event-history analysis. Political Science Methods, UC Berkeley. April 17, 1988.
  - Medical technology: Links among health expenditure, sales growth and patent activity. Academy of Management (Health Care division), Chicago, August 1986.

## 15. FUNDED RESEARCH [\[top\]](#)

- Co-investigator in Social Sciences and Humanities Research Council (SSHRC) of Canada “Insight Grant” for research on value chain integration, 2017-2019.
- Co-investigator in Social Sciences and Humanities Research Council (SSHRC) of Canada “Insight Grant” for research on innovation in emerging markets, 2012-2016.
- Co-investigator at University of Toronto in Centre for Health Market Innovation (CHMI) funded project on documenting impact of health services programs in low and middle income countries, 2012.
- Faculty investigator in Duke Global Health Institute grant from the Robertson Foundation to support development of a health management education programme in Uganda, 2009-2011.
- Support by Duke Social Leadership Initiative (DSLII) for management education programmes in South Africa, 2009-2010.
- Two contracts with the Bill and Melinda Gates Foundation to support international facilitation of a health management education programme being created by the National Primary Health Care Development Agency of Nigeria 2009-2010).
- Center for European Studies, Duke University, Winter 2004
- General Motors Corporation, The organization of Radical Innovation, 2003-2004.
- Center for Advancement of Social Entrepreneurship (CASE), Duke University, Effects of For-Profit And Non-Profit Ownership Status For Residents of US. Nursing Homes, 2003
- Eli Lilly Foundation Research / Academic Learning Program, Inter-Organizational Pharmaceutical R&D Relationships (With Wes Cohen and David Ridley), 2003.
- Blue Cross Blue Shield of Michigan Foundation, Chain Ownership in The Michigan Nursing Home Industry (with Jane Banaszak-Holl), 2001-2002.
- Consortium for Research Concerning Telecommunications Policy and Strategy, 1995-1998
- Japan Technology Management Program, University of Michigan, 1991-1992

