JAIDEEP (JAY) ANAND

Fisher College of Business

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# EDUCATION

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**The Wharton School, University of Pennsylvania**

1995PhD, Strategic Management

1992 MA, Strategic Management

**Indian Institute of Technology, New Delhi**

1987 B.Tech., Mechanical Engineering

**ACADEMIC EXPERIENCE**

**Fisher College of Business,** **Ohio State University**

2014-present William H. Davis Chair

2012-present Dean’s Distinguished Professor

2009-present Professor of Strategy

2004-2009 Associate Professor of Strategy

**University of Michigan**

1998-2004 Assistant Professor, Corporate Strategy

**Richard Ivey School of Business, University of Western Ontario**

1994-1998 Assistant Professor, Business Policy & Management

**Secondary Appointments**

**Sustainability Institute, Ohio State University**

2020-present Affiliated Faculty

**Center for Emerging Market Studies, Nanyang Business School**

2019-presentSenior Research Fellow

**Center for Innovation Strategies, Ohio State University**

2017-present Academic Director

**Center for Emerging Market Studies, CEIBS**

2017-2018Senior Research Fellow

**William Davidson Institute, University of Michigan**

2001-8 Research Fellow and Faculty Associate

**AWARDS AND HONORS**

**Research**

* Risk Institute Research Award, 2017
* First prize in the SIIE EBS Best Innovation Paper Award, 2015
* National Center for Middle Market Research Fellowship, 2012 and 2013.
* Fisher Research Fellow, 2011-2014
* Outstanding Member of Editorial Board

*Strategic Management Journal*, 2010

* Runner-Up for the Best Paper Award in Financial Economics, 2010
* Best Reviewer Award

*Journal of International Business Studies*, 2009

* Pacesetter Research Award

(top research award at Fisher College), 2008

* Fisher Research Fellowship, 2005-2011
* Nominated for McKinsey/ Best Conference Paper Award

Strategic Management Society, 2002

* Best Paper Award, International Management Division

Academy of Management, 2001

* Runner-up, Booz, Allen and Hamilton Fellowship for Best Paper

Strategic Management Society, 2001

* Nominated for Junior Faculty Research Award

University of Michigan Business School, 2001 and 2002

* Outstanding Reviewer Award

Academy of Management, 2000

* ANBAR Certificate of Excellence in Research, 1998
* Crosby-Fogitt Research Fellowship, 1992

University of Pennsylvania

**Teaching**

* MBA Teaching Awards, 1997, 2003, 2007, 2009, 2011, 2012 and 2016
* Exective MBA Teaching Award, 2009, 2014 and 2019
* Nominee, PhD Teaching Award, 2001 and 2004

**Career/General**

* Fisher Recognition Award for Significant Contributions & Service

Fisher College of Business, 2020

* Corona Chair- Distinguished Visitors Program

Universidad de los Andes, 2018

* Who’s Who in America, 2006-present
* Nominee, Faculty Career Development Award

University of Michigan, 2001

* F.W.P. Jones Outstanding Junior Faculty Award

University of Western Ontario, 1996-98

* University Fellowship for academic excellence

University of Pennsylvania, 1990

* National Talent Award for scholastic excellence, 1983-87

**Research Grants**

* The Risk Institute research grant, 2017
* Fisher College Research Grants, 2004-2013
* National Center for Middle Market Research Grant, 2012 and 2013
* CIBER Research Grants,

Fisher College of Business, 2004-2008

* Alliance Edge Research Fellowship

Queen’s University, Canada, 2003

* Distinguished Research Grant

Rackham Graduate School, University of Michigan (with Z. Zhao), 2001 and 2002

* Michigan Business School Research Grants, 1998-2003
* Ivey Research Grants, 1994-97

**INTERESTS**

**Research Interests**

Inter- and intra-firm redeployment of firm capabilities in different technological, corporate and international contexts

**Teaching Interests**

Mergers & Acquisitions, Strategies for Corporate Growth, Global Strategy, Strategic Alliances, Strategy Implementation

**PROFESSIONAL SERVICE**

**Editorships**

**Senior Editor, *Organization Science*, 2020-present**

**Consulting Editor, *Journal of International Business Studies*, 2020-present**

**Associate Editor, *Global Strategy Journal*, 2013-2020**

**Special Issue Guest Editor, *Journal of International Business Studies*, 2018**

**Editorial Boards**

*Strategic Management Journal,* 2007-present

*Organization Science,* 2005-present

*Global Strategy Journal,* 2009-13

*Journal of Management Studies,* 2005-10

*Journal of International Business Studies*, 2000-10

***Ad hoc* Reviewer**

*Administrative Sceince Quarterly*

*Academy of Management Review*

*Academy of Management Journal*

*Management Science*

*Strategic Entrepreneurship Journal*

**Academic Societies and External Service:**

Past Chair, IM Division, Academy of Management, 2018 (part of a 5 year elected role)

Chair, IM Division, 2016-17

Chair, Conference Program, 2014-15

Chair, Professional Development Workshops, 2013-14

Co-Chair, Strategic Management Society Costa Rica conference, 2017

Co-Chair, Strategic Management Society India conference, 2013

Organizer, Junior Faculty Consortium, Academy of Management, 2012

Co-organizer, Doctoral Workshop, Strategic Management Society, 2010 & 2011

Invited Panelist,

Junior Faculty Consortia, Academy of Management, 2013, 2000 & 2001

Doctoral Workshop, Strategic Management Society meetings, 2009 & 2021

Junior Faculty Consortia, Academy of International Business, 2008 & 2000

Representative at Large, Strategic Management Society, 2006-8

Scientific Committee, European Academy of Management, 2006-7

Best Paper Award Committee, Strategic Management Society, 2001-2009

Organizer, International Strategy conference, University of Michigan Business School, October, 2002

Mid-West Representative, Business Policy and Strategy, Academy of Management, 1999-2001

Review and Program Design Committee, Strategic Management Society, 1995, 2006

**College & University Service:**

Fisher Endowed Professor Committee, 2019-present

Fisher EMBA Committee, 2018-19, 2020-22

Fisher Executive Education Committee, 2017-18

Fisher Doctoral Committee, 2016-18

Fisher College Personnel Committee (for tenure and promotion decisions), 2014-2016

Fisher Research Committee, 2013-15

Chase Chair Search Committee, 2012-18

Berry Chair committee, 2014-15

Corporate Sustainability and Strategy faculty Search committee, 2014-18

Strategy Doctoral Coordinator, 1995-6; 2009-present

Grade Grievance Committee, 2012

Fisher College MBA Policy Committee, 2004-2010

Fisher College Strategy Research Seminar coordinator, 2004-6

Michigan Strategy Research Seminar Coordinator, 2000-2

**PUBLICATIONS**

# 1. Refereed Journals

1. Louis Mulotte, Charlotte Ren, Pierre Dussauge and Jaideep Anand, “Alliance Performance and Subsequent Make-or-Ally Choices: Evidence from the Aircraft Manufacturing Industry”, *Strategic Management Journal*, 2022, forthcoming.
2. Kannan Srikanth, Jaideep Anand and Mihaela Stan, “The Origins of Time Compression Diseconomies”, *Strategic Management Journal*, 2021, 42(9), 1573-1599 (lead article).
3. Jaideep Anand, Gerry McDermott and Ram Mudambi, “Innovation in and from Emerging Economies: New Insights and Lessons for International Business Research”, *Journal of International Business Studies*, 2021, 52(4), 545-559 (editorial).
4. Sungho Kim and Jaideep Anand, "Knowledge Complexity and the Performance of Inter-unit Knowledge Replication Structures", *Strategic Management Journal,* 2018, 39(7), 1959-1989.
5. Jaideep Anand, Louis Mulotte and Charlotte Ren, “Does Experience Imply Learning?”, *Strategic Management Journal,* 2016, 37(7), 1395-1412.
6. Jaideep Anand, Hyunseob Kim and Shaohua Lu, “Resource Characteristics and Redeployment Strategies: Towards A Theoretical Synthesis”, *Advances in Strategic Management*, 2016, 35, 155-184.
7. Alessandro Marino, Paulo Aversa, Luiz Mesquita and Jaideep Anand, Driving Performance via Exploration in Changing Environments: Evidence from Formula One Racing, *Organization Science*, 2015, 26(4), 1079-1100.
8. Valerie Moatti, Charlotte Ren, Jaideep Anand and Pierre Dussauge, “Disentangling the Performance Effects of Efficiency and Bargaining Power in Horizontal Growth Strategies: An Empirical Investigation in the Global Retail Industry”, *Strategic Management Journal,* 2015, 36(5), 745-757.
9. Zheng Zhao and Jaideep Anand, “Beyond Boundary Spanners: The ‘Collective Bridge’ as an Efficient Inter-unit Structure for Transferring Collective Knowledge”, *Strategic Management Journal,* December 2013, 34 (13), 1513–1530.
10. Alexander Sleptsov, Jaideep Anand and Gurneeta Vasudeva, “Relational Configurations with Information Intermediaries: The Effect of Firm-Investment Bank Ties on Expected Acquisition Performance”, *Strategic Management Journal,* August 2013, 34 (8), 957–977.
11. Rajshree Agarwal, Jaideep Anand, Janet Bercovitz and Rachel Croson, “Spillovers Across Organizational Architectures:  The Role Of Prior Resource Allocation And Communication In Post-Acquisition Coordination Outcomes”, *Strategic Management Journal* (special issue on Strategy and the Design of Organizational Architecture), June 2012, 33(6), 710-33.

1. Jaideep Anand, “Permeability to Inter- and Intra-Firm Knowledge Flows: The Role of Coordination and Hierarchy”, *Global Strategic Journal* (launch issue), December, 2012 1 (3-4), 283-300.
2. Gurneeta Vasudeva and Jaideep Anand, “Unpacking Absorptive Capacity: A Study of Knowledge Utilization from Alliance Portfolios”, *Academy of Management Journal*, June 2011, 54 (3), 611-623.
3. Jaideep Anand, Raffaele Oriani and Roberto Vassolo, “Alliance Activity as a Dynamic Capability: Accessing External Technology”, *Organization Science,* November-December, 2010, 21, 1213-1232.
4. Zheng Zhao and Jaideep Anand, "The Role of Collective Teaching and Collective

Absorptive Capacity in Transferring Firm Capabilities: Evidence from the Chinese

Automotive Industry", *Strategic Management Journal,* September 2009, 30(9), 959-983.

1. Jaideep Anand, Luiz Mesquita and Roberto Vassolo, “The Dynamics of Multimarket

Competition In Exploration and Exploitation Activities”, *Academy of Management*

*Journal*, August 2009, 52(4), 802-821.

1. Alexander Sleptsov and Jaideep Anand, Exercising Entrepreneurial Opportunities: The

Role of Information-Gathering and Information-Processing Capabilities of the Firm,

*Strategic Entrepreneurship Journal,* December 2008, 2(4), 357-375.

1. Luiz Mesquita, Jaideep Anand and Tom Brush, “Comparing the Resource-Based and Relational Views: Knowledge Transfer and Spillover in Vertical Alliances”, *Strategic Management Journal*, September 2008, 29 (9): 913-42 (lead article).
2. Jaideep Anand, Raffaele Oriani and Roberto Vassolo, “Managing a Portfolio of Real Options”, *Advances in Strategic Management*, 2007, 24: 275-303.
3. Rachel Croson, Jaideep Anand and Rajshree Agarwal, “Using Experiments in Corporate Strategy Research”, *European Management Review*, 2007 4(3): 173-181.
4. Prashant Kale and Jaideep Anand, “Regulatory Liberalization and the Decline of Emerging Economy Joint Ventures: The Case of India”, *California Management Review*, Spring 2006, 48(3): 61-76.
5. Jaideep Anand, Esteban Brenes, Aneel Karnani and Arnaldo Rodriquez, “Strategic Responses to Economic Liberalization in Emerging Economies”, *Journal of Business Research*, 2006, 59(3): 365-371.
6. Jaideep Anand, Laurence Capron and Will Mitchell, “Using Acquisitions to access Multinational Diversity: Thinking beyond the Domestic versus Cross-border Comparison”, *Industrial and Corporate Change*, April 2005 14(2), 191-224 (lead article).
7. Zheng Zhao, Jaideep Anand and Will Mitchell, “A Dual Networks Perspective on Inter-

Organizational Transfer of R&D Capabilities: International Joint Ventures in the Chinese Automotive Industry”, *Journal of Management Studies*, January 2005, 42 (1), 127-160.

1. Roberto Vassolo, Jaideep Anand and Tim Folta, “Non-additivity in Portfolios of Exploration Activities: A Real Options based Analysis of Equity Alliances in Biotechnology”, *Strategic Management Journal*, November, 2004, 25(11), 1045-61 (lead article).
2. Jaideep Anand, “Redeployment of Corporate Resources: A Study of Acquisition Strategies in the US Defense Industries, 1978-96”, *Managerial and Decision Economics*, September-November, 2004, 25 (6/7), 383-400.
3. Zheng Zhao, Jaideep Anand and Will Mitchell, Transferring Collective Knowledge: Teaching and Learning in the Chinese Auto Industry, *Strategic Organization*, May, 2004, 2(2), 133-167.
4. Bruce Kogut, Gordon Walker and Jaideep Anand, "Agency and Institutions: Organizational Form and National Divergence in Diversification Behavior", *Organization Science*, March-April, 2002, 13(2), 162-78.
5. Jaideep Anand and Andrew Delios, "Relative and Absolute Resources as Determinants of International Acquisitions", *Strategic Management Journal*, February 2002, 23(2), 119-135.
6. Jaideep Anand, "Resource Deficits and International Entry Mode: Analysis of Context-Specificity and Fungibility of Resources", *Advances in International Management*, 2002, 14: 155-172.
7. Jaideep Anand and Harbir Singh, “Asset Redeployment, Acquisitions and Corporate Strategy in Declining Industries”, *Strategic Management Journal*, 1997, 18 (Summer): 99-118.
8. Jaideep Anand and Bruce Kogut, “Technological Capabilities of Countries, Firm Rivalry and Direct Investment”, (lead article) *Journal of International Business Studies*, 28(3), 1997.
9. Jaideep Anand and Andrew Delios, “Location Specificity and the Transferability of Downstream Assets to Foreign Subsidiaries”, 1997, *Journal of International Business Studies*, 28(3): 445-465.

* Reprinted in P.W Beamish, A. Delios and S.Makino (eds), *Japanese Subsidiaries in the New Global Economy*, Cheltenham, UK: Edward Elgar, 2001.

1. Jaideep Anand and Andrew Delios, “Competing Globally: How Japanese MNCs Have Matched Goals and Strategies in India and China” *Columbia Journal of World Business*, Fall, 1996.

* Reprinted in *CHEMTECH*, 27. 1997;
* Reprinted in P.W Beamish, A. Delios and S.Makino (eds), *Japanese Subsidiaries in the New Global Economy*, Cheltenham, UK: Edward Elgar, 2001.

1. Jaideep Anand and Bruce Kogut, "Are America's Competitors Acquiring Its Technology Through Foreign Investment ?," *Journal of Global Competitiveness,* 1994, Vol. 2, p. 51-57.

**2. Book Chapters** (not including reprints)

1. Louis Mulotte, Charlotte Ren, Pierre Dussauge and Jaideep Anand, “Should I Stay or Should I Go Now? Integrating the Learning and Selection Views on Firms’ Successive Make-or-Ally Decisions for Product Innovation”, in Farok J. Contractor and Jeffrey J. Reuer, *Frontiers of Strategic Alliance Research*, Cambridge University Press, 2019.
2. Laurence Capron, Jaideep Anand and Will Mitchell, “Acquisition-Based Dynamic Capabilities”, in Constance Helfat, Sydney Finkelstein, Will Mitchell, Margaret Peteraf, Harbir Singh, David Teece and Sidney Winter, *Dynamic Capabilities: Understanding Strategic Change in Organizations*, Blackwell Publishing, 2007.
3. Jaideep Anand, “M&A Strategies in Mature and Declining Industries: Theoretical Perspectives and Implications”, in Cary Cooper and Sydney Finkelstein (editors), *Advances in Mergers and Acquisitions*, Elsevier JAI, 2005.
4. Jaideep Anand and Prashant Kale, “International Joint Ventures in Emerging Economies: Past Drivers and Emerging Trends”, in Jeffrey Reuer and Oded Shenkar (editors), *Handbook on Strategic Alliances*, Sage Publishing, 2005.
5. Jaideep Anand and Prashant Kale, “Effects of Market Liberalization on Joint Venture Contributions and Control: An Empirical Study of International JVs in India”, in Arnold Cooper, Sharon Alvarez, Alejandro Carrera, Luiz Mesquita and Roberto Vassolo (editors), *Entrepreneurship and Innovation in Emerging Economies*, Blackwell, 2005.
6. Jaideep Anand, “Strategies for Business Expansion: Symbiosis or Parasitism” in Subir Chowdhury (editor), *Next Generation Business Handbook: New Strategies from Tomorrow's Thought Leaders,* Wiley, 2004.
7. Jaideep Anand “M&A Strategies”, *Mergers and Acquisitions of Privately-Held Businesses*, Wayne Albo and Adam Bryk (editors), third edition, 2000.
8. Jaideep Anand and Andrew Delios, “Economic Liberalization and Foreign Direct Investment in LDCs: Japanese Investments in India and China” in C.P.Rao (editor), *Globalization, Privatization and the Free Market Economy*, Quorom Books, 1998.
9. Jaideep Anand, R. Azimah Ainuddin and Shige Makino, “An Empirical Analysis of Multinational Strategy and International Joint Venture Characteristics in Japanese MNCs”, in P.W.Beamish and J.P. Killing (editors), *Cooperative Strategies: Asian Perspectives*, San Francisco: New Lexington Press, 1997 (Refereed book; Reviewed in *Administrative Science Quarterly*).

**4. Articles in Proceedings**

1. Thomas Klueter, Jaideep Anand and Jason Sigler, “Just Follow the Herd? The Role of Rivals in Entering Strategic Factor Markets”, *Best Paper Proceedings*, Academy of Management meetings, 2021.
2. Thomas Klueter, Jaideep Anand and Jason Sigler, “Following the Herd? The Role of Information in Entering and Exiting Strategic Factor Markets”, *Best Paper Proceedings*, Academy of Management meetings, 2019.
3. Gurneeta Vasudeva Singh and Jaideep Anand, “Portfolio Effects in Knowledge Acquisition from Inter-Firm Alliances”, *Best Paper Proceedings*, Academy of Management meetings, 2008.
4. Qi Zhou, Jaideep Anand and Jiewei Yu, “Information Asymmetry in International Acquisitions: The role of Information Institutions”, *Best Paper Proceedings*, Academy of Management meetings, 2007.
5. Jaideep Anand, Raffaele Oriani and Roberto Vassolo, “Alliance Activity as Dynamic Capability: Search and Internalization of External Technology”, *Best Paper Proceedings*, Academy of Management meetings, 2007.

# Prashant Kale and Jaideep Anand, Effects of Market Liberalization on Joint Venture Contributions, Control, Stability & Performance: An Empirical Study of International JVs in India, *Best Paper Proceedings,* Academy of Management, 2001.

1. Jaideep Anand, R. Azimah Ainuddin and Shige Makino, Multinational Strategy and Characteristics of Subsidiaries: Empirical Analysis of Japanese MNEs in *Best Papers Proceedings, Association of Japanese Business Studies*, 9th Annual Meeting, Nagoya, June, 1996.
2. Andrew Delios and Jaideep Anand, "Economic Liberalization and Foreign Direct Investment In LDCs: Japanese Investments in India and China", *Proceedings*, International Conference on Globalization and Market Economy: The Challenges of Change, New Delhi, India, Dec.,1995.
3. Jaideep Anand, "Horizontal Mergers in a Declining Industry: the Role of Firm Resources and Corporate Governance", *Administrative Sciences Association of Canada Proceedings*, Windsor, 1995.

**3. Other Publications**

1. Jaideep Anand, “A Match Made in Heaven? Understanding the Myths and Challenges of Mergers and Acquisitions”, *Ivey Business Journal*, July/August 2000.
2. Jaideep Anand, “How Many Matches are Made in Heaven?”, *Financial Times*, October 25, 1999.

* Reprinted in *Mastering Strategy: the Complete MBA Companion in Strategy*, 2000, London: Prentice Hall.
* Reprinted in *Les Echos*, L'art de la strategie, 2004 (in French).
* Reprinted in *MANAGERIS*, 2004 (in French).

1. Jaideep Anand and Andrew Delios, A Dream Deferred or a Dream Shattered: Canadian Business in India, *Business Quarterly*, (Winter issue), 1995 (Reviewed in the *Toronto Globe and Mail*)

**5. Working Papers/Work-in-Progress**

* To Discontinue or Not? Determinants of a Firm’s Decision to Discontinue Innovation Efforts (with K. Awate & R. Khanna)
* Value Consequences of Resources combinations: The Case of Cross-border M&A (with J. Hong)
* Following the Herd? The Role of Information in Entering and Exiting Strategic Factor Markets (with T. Klueter & J. Sigler)
* Sub-additivity in Intra-firm Combinations of Resources (with S. Kim)
* Rrelationships With Investment Banks And Acquisition Performance: Understanding The Financial Value Of Social Embeddedness (with J. Sigler, A. Shipilov & A. Sleptsov)
* Do New CEOs Change the Firm Strategy: The Case of Technological Redeployment (with L. Kluppel & P. Gbedjemaiho)

**7. Cases & Teaching Materials**

[1] Medipure’s Brazilian Foray (Animated video case with Brevity), 2017

[2] ArcelorMittal and Tata Steel: M&A Diligence, Implementation and Value Creation (with Amit Sethi), 2013

[3] General Motors: Soaring in China, Sinking at Home (with Amit Sethi), 2013

[4] AT&T’s Acquisition of T-Mobile (Mini-case with Vijay Sundaram), 2011

[5] The Comcast-NBC Universal Joint Venture (Mini-case with Nick Fischer), 2010.

[6] The Valassis-ADVO Merger (A) & (B) (with Benjamin Blunck), a two part multi-media case study with teaching note and video, 2009.

[7] Acer in Canada (with Scott Ensign) and Teaching Note, 1997. Ivey

# Published in:

* + Thompson, A. A., Jr. and A. J. Strickland III, 1999, *Strategic Management: Concepts & Cases*. Eleventh Edition. Toronto: Irwin.
  + Hitt, M.R., D. Ireland and R. Hoskisson, 2002, *Strategic Management: Competitiveness and Globalization*, 5 Edition, Mason, OH: South-Western College Publishing.

[5] Andrei Volkoff Malaysia (with Scott Ensign) and Teaching Note, 1997, Ivey

[6] Escorts Series (with Andrew Delios), a three part series (*A*: Escorts 1993; *B*: A Restructuring Plan: and *C*: The Tractor Dvision) with Teaching Note and Video, 1995, Ivey.

# Published in:

* *Asian Case Research Journal*, 1(1) 1997
* Thompson, A. A., Jr. and A. J. Strickland III, 1998, *Strategic Management: Concepts & Cases*. Tenth Edition. Toronto: Irwin
* M.M. Crossan, J.N. Fry, J.P. Killing and R.E. White, 1996, *Business Policy: A Canadian Casebook*, 4th edition, Scarborough, ON: Prentice Hall

[6] Studds-Nolan Joint Venture (with Andrew Delios) and Teaching Note, 1995, Ivey.

Published in:

* P.W. Beamish, A. Morrison and P. Rosenzweig, 1997, *International Management: Text and Cases*, 3rd edition, Burr Ridge, IL: Irwin.
* S. Ghoshal, G. Piramal and S. Budhiraja, 2001, *World Class in India*, New Delhi: Penguin Books.
* *The Smart Manager*, 2(2), 2003.

[7] Paul Hewitt in India (with Garnet Garven), with Teaching Note and Video, 1995, Ivey.

**8. Invited Presentations**

2022 Do New CEOs Change the Firm Strategy: The Case of Technological Redeployment, Ross School of Business, University of Michigan, April

2022 Do New CEOs Change the Firm Strategy: The Case of Technological Redeployment, INSEAD, March

2022 Do New CEOs Change the Firm Strategy: The Case of Technological Redeployment, Kenan-Flagler Business School, University of North Carolina, March

2022 Do New CEOs Change the Firm Strategy: The Case of Technological Redeployment, Peking University, March

2022 Do New CEOs Change the Firm Strategy: The Case of Technological Redeployment, Leeds School of Business, University of Colorado, March.

2022 Do New CEOs Change the Firm Strategy: The Case of Technological Redeployment, University of Miami, March.

2021 Time Compression Diseconomies & Research PDW Renmin University, Novermber

2020 Follow the Herd? The role of Information in Entering Exiting Strategic Factor Markets?, Nanyang business School, March

2019 Time Compression Diseconomies, Purdue University, January

Time Compression Diseconomies, Nanyang Business School, March

2018 Resource Redeployment under Uncertainty: The Case of Electric Utility Solar Adoption, Georgia State University, March

Resource Redeployment under Uncertainty: The Case of Electric Utility Solar Adoption, University of Florida, March

Resource Redeployment under Uncertainty: The Case of Electric Utility Solar Adoption, Seoul National University, May

2017 The Performance of Complex Knowledge Transfer with Different Organizational Structures, State University of New York, Buffalo, March

The Performance of Complex Knowledge Transfer with Different Organizational Structures, University of Florida, March

The Performance of Complex Knowledge Transfer with Different Organizational Structures, Purdue University, April

2016 Evolutionary Perspectives on Firms’ Internal and External Portfolios of New Capabilities, Stanford University, Evolutionary Perspectives on Strategy conference, January

Firms’ successive make-or-ally decisions for product innovation: the interplay between collaborative experience and prior collaborative performance, Rutgers Alliance conference, October

The Performance of Complex Knowledge Transfer with Different Organizational Structures, University of South Carolina, October

The Performance of Complex Knowledge Transfer with Different Organizational Structures, Temple University, November

2015 The Performance of Complex Knowledge Transfer with Different Organizational Structures, Wharton School, University of Pennsylvania, April

The Performance of Complex Knowledge Transfer with Different Organizational Structures, Singapore Management University, June

The Performance of Complex Knowledge Transfer with Different Organizational Structures, Hong Kong University of Science & Technology, June

The Performance of Complex Knowledge Transfer with Different Organizational Structures, City University of New York, Baruch College, October

Resource Characteristics And Redeployment Strategies: Towards A Theoretical Synthesis, Strasbourg conference on resource redeployment, November

2014 The Performance of Complex Knowledge Transfer with Different Organizational Structures, Rutgers University, April

The Performance of Complex Knowledge Transfer with Different Organizational Structures, Indiana University, February

2013 The Performance of Complex Knowledge Transfer with Different Organizational Structures, University of Auckland/University of Waikato, December

The Performance of Complex Knowledge Transfer with Different Organizational Structures, New York University, May

The Performance of Complex Knowledge Transfer with Different Organizational Structures, University of Catania, May

The Performance of Complex Knowledge Transfer with Different Organizational Structures, Tulane University, April

2012 Information Asymmtery in International Acquisitions: A Lemon or a Bargain?, University of Washington, February.

Information Asymmtery in International Acquisitions: A Lemon or a Bargain?, University of California, Irvine, February.

2011 Sub-additivity in Intra-firm Combinations of Resources, HEC Paris, October.

Relationships with Investment Banks as a Determinant of Acquirer Performance, University of Pittsburg, May.

2010 Information Asymmtery in International Acquisitions: A Lemon or a Bargain?, University of South Carolina, December.

Do Pre-Acquisition Alliances Help in Post-Acquisition Coordination: An Experimental Approach, Harvard Business School, *Strategic Management Journal* special issue conference, October.

Permeability to Inter- and Intra-Firm Knowledge Flows: The Role of Coordination and Hierarchy, *Global Strategy Journal* Launch Conference, Chicago, July.

Does Experience Imply Learning? Planery speech, DRUID conference, London, June.

2009 Information Asymmtery in International Acquisitions, INSEAD (Fountainbleau), March.

Information Asymmtery in International Acquisitions, Aarhus University, March.

Estimating Entry Models in the Presence of Strategic Interactions and Resource Heterogeneity, Seoul National University, June.

Estimating Entry Models in the Presence of Strategic Interactions and Resource Heterogeneity, Syracuse University, September.

Estimating Entry Models in the Presence of Strategic Interactions and Resource Heterogeneity, Renssaeler Polytechnic Institute, September.

Searching for the Sweet Spot: Portfolio Effects of Technological Diversity on Knowledge Acquisition from Inter-Firm Alliances, Purdue University, October.

Information Asymmtery in International Acquisitions: A Lemon or a Bargain?, Indiana University, December.

2008 Comparing the Resource-Based and Relational Views: Knowledge Transfer and Spillover in Vertical Alliances, IMD (Lausanne), March, 2008.

Information Asymmetry in International Acquisitions, Queen’s University Business School, October.

Information Asymmtery in International Acquisitions, Fisher College, Ohio State University, October.

Information Asymmetry in International Acquisitions, Tilburg University, November.

2006 Managing a Portfolio of Real Options, George Washington University, Washington DC, February.

Relationship with Investment Banks as a Determinant of Acquirer Performance, INCAE, Managua, March.

2005 Do Pre-Acquisition Alliances Help in Post-Acquisition Coordination: An Experimental Approach, University of New Mexico, April.

Do Pre-Acquisition Alliances Help in Post-Acquisition Coordination: An Experimental Approach, IESE conference on Strategic Alliances, June.

Do Pre-Acquisition Alliances Help in Post-Acquisition Coordination: An Experimental Approach, HEC (France), June.

2004 Evolution of Permeability: Knowledge Flows within and Across Firms, Ohio State University, February.

Do Pre-Acquisition Alliances Help in Post-Acquisition Coordination: An Experimental Approach, Advances in Alliance Strategies, Queen’s University, Kingston, Canada, September.

2003 Portfolio Effects in Real Options, Wharton School, University of Pennsylvania, March.

Portfolio Effects in Real Options, BYU-Utah Strategy conference, March.

Permeability to New Entrants: The Effect of Hierarchy and Coordination on Inter- and Intra-Firm Knowledge Flows, Purdue University, April.

Portfolio Effects in Real Options, Ohio State Alliances conference, June.

A Network Perspective on Inter-Organizational Transfer of R&D Capabilities: A Study of International Joint Ventures in Chinese Automotive Industry, Queen’s University Alliance conference, September

2002 Integrating Real Options and Diversification Lenses in Exploration Contexts, University of Illinois, Urbana Champaign, April

1998 Redeployment of Corporate Resources: A Study of Acquisition Strategies in the US Defense Industries, 1978-96, University of Michigan, February

Redeployment of Corporate Resources: A Study of Acquisition Strategies in the US Defense Industries, 1978-96, University of Maryland, January

1996 Asset Redeployment, Acquisitions and Corporate Strategy in Declining Industries, MIT Sloan School, *Strategic Management Journal* special issue conference, October

1994 Responding to a Declining Product Market: A Study of the US Defense Industries using Resource-based, Evolutionary and Agency Perspectives, University of California Los Angeles, January.

Responding to a Declining Product Market: A Study of the US Defense Industries using Resource-based, Evolutionary and Agency Perspectives, University of Michigan, January.

Responding to a Declining Product Market: A Study of the US Defense Industries using Resource-based, Evolutionary and Agency Perspectives, University of Western Ontario, February.

Responding to a Declining Product Market: A Study of the US Defense Industries using Resource-based, Evolutionary and Agency Perspectives, University of Toronto, February.

Technological Capabilities of Countries, Firm Rivalry and Direct Investment, Ohio State University, February.

Responding to a Declining Product Market: A Study of the US Defense Industries using Resource-based, Evolutionary and Agency Perspectives, HEC Paris, March.

1993 Firm Diversification and Size: Historical and Comparative Perspectives, Center for Law and Economic Studies, Columbia University, October.

**9. Refereed Conference Presentations**

2021 Nothing Permanent Except Change: Trade-Offs and the Substitution Paradox, Academy of Management, Online

Herding and Learning: How Rivals’ Actions Shape Firm’s Decisions to Enter Strategic Factor Markets, Academy of Management, Online

2019 Drivers of Governance Modes and Reconfiguration, Academy of Management, Boston

Following the Herd? The Role of Information in Entering and Exiting Strategic Factor Markets, Academy of Management, Boston

Sub-additivity in Resource Combinations, Academy of Management, Boston

The Future of Global Strategy, Strategic Management Society Meeting, Minneapolis

Examining the Role of Firm-heterogeneity in Firms’ Exits From Projects, Strategic Management Society Meeting, Minneapolis

2018 Combining Modes of Reconfiguration: Antecedents and Consequences Modes of Reconfiguration, Academy of Management, Chicago

STR Mid-Career Consortium: Managing Your Evolving Career, Academy of Management, Chicago

Alliance Portfolios - Paper Development Workshop, Academy of Management, Chicago

2017 Collaborative Experience, Collaborative Performance, & Make-Ally Decisions for Product Innovation, Strategic Management Society, Costa Rica

Evaluating Experimental Studies in Organizations and Strategy, PDW, Academy of Management, Atlanta

Collaborative Experience, Collaborative Performance, & Make-Ally Decisions for Product Innovation, Academy of Management, Atlanta

Effective Knowledge Sourcing Strategy for Reducing Technological Gaps, Academy of Management, Atlanta

Resource Redeployment Under Uncertainty: The Case of Solar Adoption, Academy of Management, Atlanta

2016 Beyond the Experience Curve: Learning and Selection in Corporate Development Activities, Academy of Management, Anaheim

Resource Redeployment, Strategic Management Society, Berlin

Effect of Competitor Investment in Established Firms’ Redeployment Entry into Nascent Markets: Evidence from the U.S. Electric Utilities’ Adoption of Solar Energy, INFORMS, Nashville

2015 How Do Firms Respond to Competitors’ Investment Decision under Environmental Uncertainty? Academy of Management, Vancouver

Challenges of MNC Innovation in India: A View from Practice with a Focus on People Issues, Academy of International Business, Bengaluru

2014 Driving Performance Via Exploration in Changing Environments, Academy of Management, Philadelphia

Knowledge Complexity and the Performance of Inter-unit Knowledge Transfer Structures, Academy of Management, Philadelphia

Future Research Directions in Cooperative Strategy, Strategic Management Society, Madrid

Knowledge & Innovation Cooperative Strategies Paper Development Workshop, Strategic Management Society, Madrid

2013 Pre-deal Processes in Acquisitions, Colloquium on M&A Processes, Pre-conference Workshop, Strategic Management Society, Atlanta

Panelist, Paper Development Workshop, Cooperative Strategies and Knowledge & Innovation, Pre-conference Workshop, Strategic Management Society, Atlanta

Panelist, Real Options and Entrepreneurship: What Questions Can We Ask? Strategic Management Society, Atlanta

Fast Enough but not Too Fast: Adaptive vs. Pioneering Strategies in Turbulent Environments, Strategic Management Society, Atlanta

Redefining Today’s Role of Suppliers Within Alliances Toward a Peripheral View of Networks, Academy of Management (PDW), Orlando.

Beyond strategic factor market: Competitive advantage under imperfect information, Academy of Management, Orlando.

Showcase Symposium on Selection, Balance & Learning Across Corporate Development Modes, Does Experience Imply Learning in Corporate Development Activities? Academy of Management, Orlando.

Enhancing the Competitiveness of Emerging Economy Firms: A Teaching-Learning Perspective, IIM World Management conference, Goa.

2012 Alliance Portfolios and Dynamic Capabilities, Academy of Management (PDW), Boston.

2011 Alliance Portfolios and Dynamic Capabilities, Academy of Management (PDW), San Antonio.

2010 Sub-additivity in Resource Combinations: Implications for M&A, Strategic Management Society, Rome.

Does Experience Imply Learning? Strategic Management Society, Rome.

Multi-level Perspective on Absorptive Capacity, (Symposium) Academy of Management, Montreal, August.

Real Options and Dynamic Capabilities, (Symposium) Academy of Management, Montreal, August.

Beyond Boundary Spanners: The ‘Bridge Network’ as a Device for Inter-Communal Transfer of Capabilities, Academy of Management, Montreal, August.

Does Experience Imply Learning? Academy of Management, Montreal, August.

Alliance Portfolios, Pre-conference Workshop, Academy of Management, Montreal, August.

2009 Revisiting the Returns to Bidding Firms in M&A: The Nature of Synergies and the Market for Corporate Control, Academy of Management meetings, Chicago, August.

Is Strategic Interaction important in Models of Entry? Implications for Sustainability of Competitive Advantage, Academy of Management meetings, Chicago, August.

Information Asymmtery in International Acquisitions: A Lemon or a Bargain?, Academy of Management meetings, Chicago, August.

2008 Portfolio Effects in Knowledge Acquisition from Inter-Firm Alliances, Academy of Management meetings, Anaheim, August 2008.

The Double-Edged Sword of Proximal Relationships: An Analysis of The Firm-Investment Bank Ties, Academy of Management meetings, Anaheim, August 2008.

2007 The Values of Investing vs. The Costs of Managing: A Real Options Perspective on International Joint Ventures, Academy of International Business, Indianapolis, June.

Information Asymmetry in International Acquisitions: The role of Information Institutions, Academy of Management meetings, Philadelphia, August.

Alliance Activity as Dynamic Capability: Search and Internalization of External Technology, Academy of Management meetings, Philadelphia, August.

The Costs of Real Options: A Managerial Extension of Black & Scholes Model, Academy of Management meetings, Philadelphia, August.

2006 Bribery Around The World: Institutional Antecedents And Consequences for Corporate Growth, Academy of International Business, Beijing, June.

The Size-Profitability Link Re-Visited: The Effect of Mode of Growth on Efficiency and Market Power, Academy of Management, Atlanta, August.

Bribery Strategy Around The World: Institutional Antecedents And Growth Consequences, Academy of Management, Atlanta, August.

Managing a Portfolio of Real Options, Academy of Management, Atlanta, August.

Alliance Activity as a Dynamic Capability: The Effectiveness of Alliances to Explore Distant Technology, Professional Development Workshop, Academy of Management, Atlanta, August.

2005 Knowledge Transfer in Vertical Alliances and the Consequences for Competitive Advantage, Academy of Management, Honolulu, August.

Do Pre-Acquisition Alliances Help in Post-Acquisition Coordination: An Experimental Approach, Academy of Management, Honolulu, August.

Multimarket Competition in Exploration Activities, Academy of Management, Honolulu, August.

Role of Investment Banks in Acquisition Transactions: Friends or Opportunists?, Strategic Management Society, Orlando, October.

2004 Permeability To New Entrants: The Effect Of Hierarchy And Coordination On Inter- And Intra-Firm Knowledge Flows, Academy of Management, New Orleans, August.

Using Experiments in Strategy Research, PDW, Academy of Management, New Orleans, August.

2003 Experimental Methods in Corporate Strategy, PDW, Academy of Management, Seattle, August.

Alliance Activity as Dynamic Capability, Academy of Management, Seattle, August.

Permeability To New Entrants: The Effect Of Hierarchy And Coordination On Inter- And Intra-Firm Knowledge Flows, Strategic Management Society, Baltimore, November.

Alliance Activity as Dynamic Capability, Strategic Management Society, Baltimore, November.

2002 Transferring Collective Knowledge: The Use of Collective and Fragmented Teaching and Learning, Denver, Academy of Management, August, 2002.

Integrating Real Options and Diversification Lenses in Exploration Contexts, Denver, Academy of Management, August, 2002.

Is Evolutionary Theory Underspecified?, Strategic Management Society, Paris, November.

2001 Effects of Market Liberalization on Joint Venture Contributions, Control, Stability & Performance: An Empirical Study of International JVs in India, International Management, Academy of Management, Washington, DC, August,.

A network perspective on inter-organizational transfer of R&D capabilities: A study of international joint ventures in Chinese automotive industry, Business Policy and Strategy, Academy of Management, Washington, DC, August.

Sub-Additivity and Super-Addivity in Strategic Investments: A Real Options Model, Strategic Management Society, San Francisco, November.

2000 Context Specificity of Firm Capabilities and the Choice of International Entry Mode, Academy of Management, Toronto.

Redeployment of Corporate Resources: A Study of Acquisition Strategies in the US Defense Industries”, 1978-96, Vancouver, October.

1999 Causes and Effects of Resource Redeployment in Domestic and Cross-border Acquisitions, Academy of International Business, Charleston.

Multi-business and Multinational Firms: Why do Theories Converge, but Results Diverge?, Symposium (Organizer & Chair), Academy of Management, Chicago.

1998 Post-Acquisition Resource Redeployment and Performance: Are Domestic and Cross-border Acquisitions Different? Academy of Management, San Diego.

Downstream Assets and Foreign Entry Mode, Academy of Management, San Diego.

1997 The Role of Strategic Assets in Cross-border Acquisitions, Strategic Management Society, Barcelona.

Agency and Institutions: Organizational Form and National Divergences in Diversification Behavior, Academy of Management, Boston.

1996 A Resource-based and Options Theory Perspective on Corporate Restructuring: A Case Study of an LDC Conglomerate, Strategic Management Society, Phoenix.

Downstream Assets and Foreign Entry in the United States, 1974-91, Academy of International Business Conference, Banff.

The Role of Strategic Assets in International Acquisitions, Academy of International Business Conference, Banff.

The Build or Buy Decision in International Expansion Strategies: An Empirical Analysis of Japanese Wholesale and Retail Trading Firms, Academy of Management Conference, Cincinnati.

Multinational Strategy and Characteristics of Subsidiaries: Empirical Analysis of Japanese MNEs, Association of Japanese Business Studies, 9th Annual Meeting, Nagoya, June.

1995 Horizontal Mergers in a Declining Industry: the Role of Firm Resources and Corporate Governance, Administrative Sciences Association of Canada, Windsor, May.

Acquisition Strategies in Declining Industries: Analysis of Performance Outcomes, Academy of Management, Business Policy Division, Vancouver, August.

Japanese FDI in Emerging Markets, Strategic Management Society, Mexico City, October.

Longitudinal Methods in Empirical Research, Academy of International Business, Seoul, S. Korea, November.

Strategies of Japanese Multinationals in ASEAN Markets: An Empirical Investigation, Academy of International Business, Seoul, S. Korea, November.

Economic Liberalization and Foreign Direct Investment In LDCs: Japanese Investments in India and China,International Conference on Globalization and Market Economy: The Challenges of Change, New Delhi, India, December.

1994 Are America's Competitors Acquiring Its Technology Through Foreign Investment?, American Society for Competitiveness*,* Boston, October,1994.

National Patterns of Corporate Diversification, Academy of International Business, Boston, November.

1993 Country Capabilities and the Role of Relative and Absolute Technological Advantage in Foreign Entry, Academy of International Business, Maui, October.

**TEACHING ACTIVITIES**

**MBA and EMBA Courses**

Mergers, Acquisitions & Corporate Development ( 2nd year MBA elective)

Strategies for Growth ( 2nd year EMBA elective)

Global Strategy ( 2nd year EMBA elective)

Strategy Implementation ( 2nd year MBA elective)

Strategy Formulation & Implementation (1st year EMBA core)

**PhD Courses**

Seminar in Macro-foundations

Seminar in Corporate Strategy

Seminar in Research Methods

**Recent Executive Education Courses**

Making Strategy Work

Corporate Growth Strategies

Mergers & Acquisitions

Strategic Alliances

Change Management

Global Strategy & Emerging Economies

**PhD Program**

* **Strategy Doctoral Coordinator**, 1995-1997, 2009-present.
* **Advisor and Chair:**

Hyunseob Kim, Understanding Catch-Up Strategies of Laggard Firms, 2017. Placed at Tulane University.

Shaohua Lu, Essays on strategic decision making (or strategic behavior) under uncertainty, 2015. Placed at Tulane University.

Ting Xiao, Highlighting the role of knowledge linkages in knowledge recombination, 2015. Placed at Peking University.

Anup-Menon Nandialath, *Essays on Unobservables in Corporate Strategy*, 2009. Placed at HEC Paris.

Qi Zhou, *Institutions, Corruption and M&A in Emerging Economies*, (co-chair) 2006. Placed at Southern Methodist University.

Zheng Zhao, *Acquiring Capabilities: A Multi-Level Study of Organizational Knowledge and Organizational Learning*, (co-chair) 2005. Placed at University of Kansas.

Alexander Sleptsov, *Information Flows and Acquisition Performance*, 2004. Placed at Tulane University.

* **Committee Member:**

Kiran Awate, *Deciphering the Role of Failure in the Innovation Process*, 2016

Hyunseob Kim, Comprehensive Exam Committee, 2014.

Seongsu Kim, Comprehensive Exam Committee, 2014.

Yeolan Lee, *Essays on Innovation Strategy: Reconciliation of Factor Market and Product Market Strategies*, 2012.

Sungho Kim, *Endogenous Network Formation and Resource Combinations: Implications for Organizational Governance and Corporate Strategy*, 2011.

Suresh Singh, *Essays on Psychic Distance and Foreign Direct Investment*, 2011.

Yeolan Lee, Comprehensive Exam Committee, 2011.

Bijuan Zhong, Comprehensive Exam Committee, 2010.

Mi-Kyong Newsom, *Continuous Improvement & Dynamic Capabilities*, 2008-9.

Sungho Kim, Comprehensive Exam Committee, 2009.

Anup-Menon Nandialath, Comprehensive Exam Committee, 2008.

Chris Welter, Comprehensive Exam Committee, 2008.

Sangcheol Song, *Real Options and Multinational Organizations*, 2007-8.

Charles Stevens, Comprehensive examination committee, 2007.

Gunae Choi, *Internationalization Strategies in the Hospitality Industry*, (Human Ecology department) 2007.

Gonzalo Bruce, Comprehensive examination committee, (Education department) 2007.

Sangcheol Song, Comprehensive examination committee, 2006.

Nilesh Khare, Comprehensive examination committee, 2006.

Nagalakshmi Damaraju, Comprehensive examination committee, 2006.

Valérie Moatti, *L’influence des différents modes d’expansion sur la performance de l’entreprise : une étude empirique sur la croissance horizontale dans le secteur de la grande distribution au niveau mondial de 1984 à 2003*, (HEC Paris) 2005

Tyson Mackey, *Diversification, Dividends and Firm Value*, 2005.

Alison Mackey, Comprehensive examination committee, 2004.

Tyson Mackey, Comprehensive examination committee, 2004.

Dale Stoel, The *Antecedents and Consequances of Shared Understanding: An Empirical Investigation*, (Management Information Systems department) 2004.

Aldas Kriaciunas, *Economic Environment Imprinting on Firm-level Change Routines in Transitional Economies: A Multi-country Study*, 2003.

Samina Karim, *Roles of Acquisitions and Internal Development in Firm Reconfiguration and Innovation*, 2002.

Nick Bontis, *Knowledge Management: An Empirical Examination of Organizational Learning and Business Performance*, 1997.

Carl Fey, *The Importance of Organizational Climate Similarity Between Parent Firms and the JV: IJVs in Russia*, 1996.

Catherine Paul-Chowdhury, *Bank Learning From Sector Specific Credit Losses Knowledge Management: An Empirical Examination of Organizational Learning*, 1996.

Barbara Pierce, *The Effects of Resource Context on Emergent Social Structures,* 1996

Detlev Nitsch, *Choice of Entry Mode: A Decision Theory Approach*, 1995.

Shige Makino, *Joint Venture Ownership Structure and Performance*, 1995.

**MEDIA APPEARANCES AND RESEARCH REFERENCES**

* **Print:** *BBC, CEO magazine, The Economist, Fast Company, Financial Times, Forbes, Knowledge@Wharton, New York Times, The Sydney Morning Herlad, The Telegraph, Toronto Globe and Mail, Wall Street Journal, USA Today,* among others
* **Electronic:** *ABC* News, *BBC radio, CBS* News, *ESPN*, *Summit Business Television*

**OTHER SERVICE AND AFFILIATIONS**

**External Reviewer for Promotion to Full Professor:**

University of Texas, 2020

Purdue University, 2020

Rensselaer Polytechnic Institute, 2020

Insper, 2019

Rutgers University, 2019

University of South Carolina, 2019

National University of Singapore, 2018

Nanyang Business School, 2018

University of Colorado, Boulder, 2017

Purdue University, 2016

ESCP Europe, 2016

University of California, Riverside, 2015

George Washington University, 2013

Purdue University, 2011

University of Delaware, 2009

HEC Paris, 2007

**External Reviewer for Promotion to Associate Professor/Tenure:**

INSEAD, 2021

University of Texas, 2021

Rutgers University, 2016, 2021

Baruch College, City University of New York, 2019

Nanyang Business School, 2019

Indian School of Business, 2019

SUNY, Buffalo, 2018

IESE, 2018

Oregon State University, 2018

University of North Carolina, 2018

Indian Business School, 2018

Purdue University, 2016

Indian School of Business, 2016

Temple University, 2015

Vanderbilt University, 2015

CEIBS, 2015

Rutgers University, 2014 & 2015

City University of New York, 2014

University of California, Riverside, 2014

Bocconi University, 2014

New York University, 2013

University of Texas at Dallas, 2012

Syracuse University, 2012

Korea Advanced Institute of Science and Technology, 2012

University of Florida, 2011

Indiana University, 2011

Northeastern University, 2011

Babson College, 2010

Indiana University, 2010

Florida International University, 2009

Cornell University, 2008

University of Bocconi, 2008

Wayne State University, 2007

Villanova University, 2006

Baruch College, City University of New York, 2006

**Member:**

Academy of Management,

Academy of International Business,

Strategic Management Society

**OTHER EXPERIENCE**

* **Management Department, The Wharton School,** Philadelphia PA

Lecturer, 1993-1994

Research Assistant, 1990-1993

* **Barringer Center, Virginia Tech**, Blacksburg VA

Research Assistant, 1988-1989

* **Center for Transportation Research, University of Quebec at Montreal**, Montreal

Research Associate, 1988

* **Indian Market Research Bureau**, New Delhi

Field Administrator, 1987

* **Crompton Greaves Limited**, Bombay

Summer Internship, 1986