

WILL MITCHELL

Professor of Business Administration in Strategy
J. Rex Fuqua Professor of International Management

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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](#))

Duke University: The Fuqua School of Business

- Professor of Business Administration in Strategy, J. Rex Fuqua Professor of International Management, 2001-present
- Faculty Associate, Health Sector Management (HSM) program, Duke University, 2001-present
- Center Scholar, Fuqua/Coach K Center of Leadership and Ethics (COLE), 2004-present
- Faculty Associate, Center for Entrepreneurship and Innovation (CEI), 2005-present

University of Michigan Business School

- 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](#))

- 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
- 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*: Strategic Management Journal, 2007-present
- *Editorial board member*: Management Science (Associate Editor, Business Strategy Department), Academy of Management Journal, Asia-Pacific Journal of Management (member of the International Advisory Board), European Management Review, Journal of Business Research, Strategic Organization!
- *Member*: Strategic Management Society (SMS board member), Academy of International Business, Academy of Management, The Institute of Management Science

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

Current administrative activities

Previous administrative and professional activities

Duke University

- 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
- Management area coordinator, 2003-2006.
- Search committee member, Duke University Health System Chancellor, 2003.
- Recruiting chair for strategy faculty recruiting activities, 2001-2004.

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)

Other universities

- University of Cyprus promotions committee, external member, 2006.
- Wharton School visiting committee, 2004.
- National University of Singapore Business School visiting committee, 2004.

Professional societies

- Strategic Management Society
 - Co-editor, Strategic Management Journal, January 2007 to present
 - SMS board member, 2004 to present.
 - Co-chair, Booz Allen Hamilton/SMS PhD research fellowship committee, 2000 to present
 - Pre-conference organization: 1996, 1998-2001, 2003-2004
 - Chair, Wiley Best Paper selection committee, 1997, 1998, 2004, 2005.
 - Competitive Strategy Interest Group Executive Committee, Associate Program Chair 2004, Program Chair 2005
- 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
- Administrative Science Quarterly, Editorial review board, 1991-1998

Conferences and seminar series organised

- 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, 1984-1988
- CCEC Credit Union, Commercial loans officer, Vancouver, Canada, 1983-1984
- CRS Worker' Co-op, Baker and planner, Vancouver, Canada, 1978-1983
- Agora Co-operative Foods, Retail store manager, Vancouver, Canada, 1976-1978
- Labour positions in the British Columbia forest, mineral, food, and service sectors, 1971-1976.

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

Duke University

- 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). .
- Health Management 409, Pharmaceutical Management and Strategy.
- Management 491, Strategy PhD seminar in business dynamics.
- Executive Education: Strategy and international strategy modules in multiple programs, including programs for the Renal Physician's Association (RPA), LG Chem, Maxcor, Russian MSE program, and Abbott Japan.

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](#))

Cases & Readings

- Living cases
 - Nokia OY, 1984-2002, living case
 - General Electric, 1980-2002, living case
 - Hewlett-Packard Co, 1976-2002, living case
 - Ford-Firestone, 1970-2002, living case
 - Banc One, 1980-2002, living case
- Cases
 - Takeda Abbott Pharmaceuticals (TAP) in 2002
 - Comparing Two Acquisitions: Marion Merrell Dow (1989) And Glaxo Wellcome (1995)
 - United States Office Products in 1998
 - The Evolution of Astra Merck Inc, 1982-1999
 - The Amazon – ToysRUS Alliance, 2000
 - Launching Eli Lilly's Sarafem (A & B), 2000
 - Technology Alliance: Analysis and Application, 1995-1998
 - DAC: The GM-Saginaw And Daewoo Motors Joint Venture, 1984-1992
 - 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.
 - Operating RISC: Unix standards in the 1990s.
 - The Thailand ceramic tile industry in 1992.
 - Zenith and HDTV standards.
 - Yamanouchi Pharmaceutical Company
- Readings
 - Pharmaceutical parallel trade, 2002
 - State pharmaceutical reimbursement trends, 2002
 - EBay in 1999 Silicon Alley e-commerce readings
 - Established firm entry to e-commerce readings (trucking, retail services, music publishing)
 - Banc One – First Chicago NBD acquisition, 1998
 - Daimler –Chrysler acquisition, 1998

- SBC – Ameritech acquisition, 1998
- Southlands Corp readings, 1984-1998 (to supplement Seven Eleven Japan article, by Susumu Ogawa)
- Alliance readings, 1998
- Isuzu Corporation in 1994
- The telecommunications sector in 1994
- The U.S. pharmaceutical industry in 1994
- The Polish glass sector in 1992.

Teaching notes and readings

- Defining your business: Technology-product-market (TPM) segmentation.
- External analysis (1): Industry cross-currents.
- External analysis (2): Entry barriers and industry entrants
- Internal analysis: Identifying and building business capabilities.
- Internal analysis: Cost structure.
- Product standards and competitive advantage.
- Business alliances and competitive advantage (with P. Dussauge and D. Methe).
- Structure and competitive advantage.
- Business ethos and competitive advantage.
- Rational sourcing rationales: Why one company made two hundred components itself.
- Information and legitimation: Two strategic keys to the commercial success of clinically-useful medical innovations.

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

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

Defended dissertations ([PhD top](#))

Chair or co-chair

- Kim-Chi Trinh. Organizational memory. Duke University (chair), 2006.
- Jeff Barden. Trust in alliances. Duke University (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, 2003 (chair).
- 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); March 2003.
- Samina Karim. Business evolution via acquisition and internal change in the medical sector. University of Michigan Business School Corporate Strategy PhD program, October 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), December 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.
- 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.
- Erhard Bruderer, "Strategic learning". University of Michigan Business School Corporate Strategy Department (co-chair), 1993.

Committee member

- 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.

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

Chair or co-chair

- Abhirup Chakrabarti. Duke University. Geographic diffusion of acquisitions (chair).
- Ankush Chopra. Innovation by established firms. Duke University (chair).
- Aparna Venkataramen. Nursing home strategy. Fuqua School of Business, Duke University (chair)

Committee member

- Louis Mulotte. Mode choice and survival in the international aerospace industry, HEC.
- Henry Sauerman, Individual-level incentives as a driver of innovative activities, processes and performance, Duke University.

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

Theoretical and topical emphasis

- Business dynamics theory
- Business entry, growth, and survival in changing competitive environments.

Primary questions

- Why do some businesses survive while their competitors fail?
- How do firms acquire the capabilities they need to compete in changing competitive environments?

Subtopics

- Industry interests: Medical sector, nursing homes, trucking, telecommunications, auto sector
- Inter-organizational relationships: Alliances, acquisitions, divestiture
- International strategy
- Technology strategy and sources of innovation
- Manufacturing strategy
- Buyer-supplier relationships

- Commercialisation of academic research

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

- Use it *and* lose it? The transitory advantages of selling to high status customers (with Glenn Hoetker and Anand Swaminathan).
- Entry mode choice and performance in the aerospace industry (with Louis Mulotte and Pierre Dussauge)
- The role of geographic distance in acquisition choice and performance (with Abhirup Chakrabarti)
- Strategies for organizational change (with Laurence Capron)
- Slowed reaction: How information infrastructure affects firms' structural responses to strategic change (with Charles Williams)
- Firm-level and alliance-level mechanisms for managing pharmaceutical alliances (with Wes Cohen and David Ridley).
- Organizational memory (with Kim-Chi Trinh).
- The effect of active asset management on business performance in varied institutional environments: Evidence from East Asian firms (with Abhirup Chakrabarti and Janet Bercovitz).
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12. WORKING PAPERS ([top](#))

Some of my current working papers are available in pdf format at

<http://faculty.fuqua.duke.edu/~willm/bio/cv/index.htm>

- How intrafirm and interfirm expertise affect the sourcing decisions of technologically interdependent components (with Anne Parmigiani), January 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).
- Complementarity, capabilities, and the boundaries of the firm: The impact of intrafirm and interfirm expertise on concurrent sourcing of complementary components (with Anne Parmigiani), May 2007.
- Disentangling the influences of leaders' relational embeddedness on inter-organizational exchange (with Jeffery Q. Barden), February 2007.
- Selection capability: How capability gaps and internal institutional contexts shape the success of internal and external renewal strategies (with Laurence Capron), March 2007.
- How buyers shape supplier performance: Can governance skills substitute for technical expertise in managing out-sourcing relationships? (with Anne Parmigiani), November 2006.
- Inside Alliances: Corporate Mechanisms For Learning and Protection (with Miguel Rivera and Pierre Dussauge), May 2006.
- Non-contractibility and asset specificity in reverse auctions: An empirical analysis (with Sunil Mithas and Joni Jones); December 2006. .
- Strategic renewal via generational product innovation: The impact of market concentration on firms' responsiveness to competitive and complementary external events (with Scott Turner and Rich Bettis), March 2007.
- Selection processes: Firms versus capabilities (with Annetta Fortune), March 2007.
- The Janus face of intra-firm ties: Group-wide and affiliate-level innovation by multi-business firms in Taiwan (with Chung Chi-nien, Ishtiaq Mahmood), May 2006.
- The role of geographic distance in acquisition target selection (with Abhirup Chakrabarti), July 2006.
- High point or hobgoblin? Consistency and performance in organizations (with Scott Rockart), June 2006.
- Embeddedness, tie dissolution, and the stability of interorganizational networks (with Francisco Polidoro Jr. and Gautam Ahuja), January 2006.
- Structural homophily or social asymmetry? The formation of alliances by poorly-embedded firms (with Gautam Ahuja and Francisco Polidor Jr.), July 2004. Networks in organizational populations: The impact of extra-network organizations on firm performance (with Glenn Hoetker and Anand Swaminathan), May 2004.
- How collaborative outsourcing impacts innovation adoption by weaker and stronger firms (with Carmen

Weigelt and Christine Moorman), July 2006.

- Conceptualization and performance impact of organizational memory (with Kim-Chi Trinh), May 2006.
- Temporal routines for generational product innovation in computer software (with Scott Turner and Rich Bettis); February 2006.

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

[Book](#) | [Journal articles](#) | [Book chapters](#) | [Proceedings](#) | [Business press](#)

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

Book ([publications top](#))

- 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](#))

- 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*, forthcoming 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*, 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*, 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.
- Asset divestiture following horizontal acquisitions: A dynamic view (with Laurence Capron and Anand Swaminathan), Strategic Management Journal, 22 (9), 817-844, 2001.
- The consequences of chain acquisitions of U.S. nursing homes (with W.B. Berta, J. Banaszak-Holl, D. Bowman, and J.A.C. Baum), Long-Term Care Interface 1(5): 37-41, 2000.
- Path-dependent and path-breaking change: Reconfiguring business resources following acquisitions in the U.S. medical sector, 1978-1995 (with Samina Karim), Strategic Management Journal, Special Issue on the Evolution of Business Capabilities, 21 (10-11), 1061-1081, 2000.
- 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.
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- 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 21st 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-Champaigne.
- 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 1992: 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](#))

- Japan Technology Management Program, University of Michigan, 1991-1992
- Consortium for Research Concerning Telecommunications Policy and Strategy, 1995-1998
- Blue Cross Blue Shield of Michigan Foundation, Chain Ownership in The Michigan Nursing Home Industry (with Jane Banaszak-Holl), 2001-2002.
- Eli Lilly Foundation Research / Academic Learning Program, Inter-Organizational Pharmaceutical R&D Relationships (With Wes Cohen and David Ridley), 2003.
- 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
- General Motors Corporation, The organization of Radical Innovation, 2003-2004.
- Center for European Studies, Duke University, Winter 2004

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