

## **Anuradha Nagarajan**

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### **EDUCATION**

Ph.D., Business Administration (Corporate Strategy), August 1996  
University of Michigan, Ann Arbor

P.G.D.M [Post-Graduate Diploma in Management (equivalent to an M.B.A)]  
Finance and Information Systems, 1981  
Indian Institute of Management, Kolkata, India

B.S - Mathematics, 1979  
Stella Maris College, Chennai, India

### **APPOINTMENTS**

- Lecturer, Strategy, Ross School of Business at the University of Michigan, Ann Arbor September 1998 - present
- Assistant Research Scientist, University of Michigan School of Engineering, Ann Arbor, October 1997 – December 2001
- Senior Lecturer, Wayne State University School of Business Administration, 1997-1998
- Adjunct Faculty, Eastern Michigan University, Ypsilanti, Jan 1997 - May, 1997
- Research Fellow, University of Michigan, Ann Arbor, August 1996 - September 1996
- Adjunct Faculty, Wayne State University, Detroit, August 1996 - December 1996
- Financial Analyst, Ford Motor Company, 1989-1990.
- Corporate Planning Officer, Best and Crompton Engineering, Madras, India, 1981-1983

### **RESEARCH ACTIVITY**

- Strategic Management in Emerging industries
- Inter-organizational Arrangements with a focus on M&A
- The impact of Globalization on Innovation

### **TEACHING ACTIVITY**

- Business Strategy (BBA core course for sophomores)
- Corporate Strategy (BBA core course for seniors)

### **Courses taught prior to 2022**

- Corporate Strategy (core course for the evening and weekend MBA, core course for MsE, BBA core for seniors, new BBA core for sophomores, and strategy core for minor in business)

- Management of Alliances (MBA elective)
- Mergers, Acquisitions, and Corporate Development (MBA elective)
- Corporate Strategy in India (BBA elective)
- Multi-disciplinary Action Program (MBA)

## PUBLICATIONS

- “Logistics” in “Innovation in Global Industries: U.S. firms competing in a new world” (primary author with C.C.White III). Editors: Jeffrey T Macher and David C Mowery. Washington D.C. The National Academies Press 2008
- “Technology in the trucking industry”. in “Trucking in the Age of Information” (primary author with E. Canessa, M. Nowak, W. Mitchell, and C.C. White,III). Editors: D. Belman and C. White III. Ashgate 2005
- “The Impact of Intelligent Transportation Investment on the Tourism and Trucking Industry.” Prepared for the Michigan Department of Transportation, Lansing, Michigan. 2002
- “Trucking Industry : Challenges to Keep Pace” in *E-Business Transformation: Sector Developments and Policy Implications*. (primary author with E. Canessa, W. Mitchell, and C.C.White,III), Ed: Robert E Litan and Alice Rivlin, Washington DC : Brookings Institution Press, 2001 :129-171
- “E-Commerce and competitive change in the Trucking Industry” in *Tracking a transformatio: E-commerce and the Terms of Competition in Industries* (primary author with E. Canessa, W.Mitchell, and C.C. White), BRIE-IGCC E-economy Project, Washington DC : Brookings Institution Press, 2001 :332-354
- “Trucking” (primary author with James L Bander and Chelsea C White, III) in *US Industry in 2000: Studies in Competitive Performance*. Editor: David C Mowery, Washington DC: National Academy Press 1999 : 123- 153
- ITS Standards in the context of the transportation and telecommunications infrastructure. Industrial and Corporate Change. Vol 7 No. 4 1998
- Market opportunities in the Global ATIS market and implications for US competitiveness (primary author with Steven Underwood) ITS America 1998 Annual Conference Proceedings
- Internal and External Methods Used To Acquire Encompassing, Complementary, and Incremental Technological Changes In The Lithotripsy Industry : 1989-1991. (primary author with Will Mitchell). Strategic Management Journal. Nov, 1998.
- Adaptive Cruise Control : An Industry Outlook on Product Features and Marketing (primary author with Robert Ervin and Ed Argalas) UMTRI 97-38 USDOT. 1997
- The Impact of Changing Stock Ownership Patterns in the United States: Theoretical Implications and Some Evidence. (with S Majumdar). Revue D'Economie Industrielle. 1995

## PRESENTATIONS

- “The Role of Strategy in Business” Presentation at the Michigan Ross Summer Business Academy, June 21, 2022
- “International Joint Ventures – motives and challenges” Presentation at the Law School at U of M, March 27, 2018

- “Challenges faced by women in business” Presentation at HeforShe Women in Business Panel at U of M, March 12, 2018
- “Introduction to Strategy” Presented to Ross Summer Connection, Ross School of Business, July 19, 2017
- “Business Fundamentals” Presented to MReach, Ross School of Business, January 14, 2017
- “What is Strategy” presented to Alpha Kappa Psi applicants on March 28<sup>th</sup> 2017
- “Why Strategy matters” Presented to MReach, Ross School of Business, Dec 12, 2015 and the Inter-fraternity Development Council meeting, March 16, 2016
- “Organic Farming in India: Encouraging Organic Production through the use of Government and Non-State Market Driven Forces” Presented at the Navarra Foundation Conference on the Sustainable Enterprise at the University of Michigan in Ann Arbor. March 18, 2011.
- “Innovation in Logistics: The Drive to Business Excellence” (primary author with C.C.White III (presenter)) was presented at the following venues:
  - Sloan regional meeting in Atlanta, 30 March. 2007
- NRC National Materials Advisory board meeting in Washington, D.C., 10 April. 2007
  - Americas Competitiveness Forum in Atlanta, 21 May. 2007
  - Economic Development Symposium in Atlanta, 14 June. 2007
- Intermodal Freight Technology Working Group meeting in Atlanta, 10-11 November.2007
  - U.S. Chamber of Commerce conference in WashDC, 4 December. 2007
- New Opportunities in Logistics: Technology in Trucking. (with C.C.White III and M. Nowak) Presented at *Advanced Technology and the Future of U.S. Manufacturing Workshop held by the Economic Development Institute at Georgia Tech.* January 2004.
- "The Impact of Intelligent Transportation Investment on the Tourism and Trucking Industry," Presented at the *Michigan Department of Transportation, Lansing, Michigan, December 2001.*
- "The Economic Impact of E-Commerce on the Trucking Industry," Presented at *E-Business Transformation: Sector Developments and Policy Implications - a conference co-sponsored by BRIE-IGCC, Brookings-IPI, US Department of Commerce, and the OECD, Washington, DC, September 2000.*
- "Impact of Investment in Information Technology on Firm Performance, Productivity, and Business Innovation," Presented at the *University of Michigan Trucking Industry Program Advisory Board meeting, Ann Arbor, Michigan, May 2000.*
- "B2B in the Trucking Industry," Presented at the *Annual Sloan Industry Conference, University of Michigan Business School, Ann Arbor, Michigan, April 2000.*
- "E-Commerce and the Changing Terms of Competition in the Trucking Industry," Presented at *E-Commerce and the Changing Terms of Competition: A View from Within the Sectors,conference at University of California, Berkeley, California, April 2000.*
- “ITS Standards in the context of the transportation and telecommunications infrastructure.” Presented at *The Fourth Annual Consortium for Research on Telecommunications Policy and Strategy (CRPTS) Conference, Ann Arbor. June.1998*
- “Are Standards Necessary in ITS.” Presented at *the guest speaker series at the University of Michigan ITS Education Program* February 1998
- “Strategic Issues for ITS Businesses.” Presented at *the guest speaker series at the University of Michigan ITS Education Program* November 1997
- “Information and the Trucking Industry.” (with James Bander and Chelsea White III).

- Presented at *the IEEE SMC97 International Conference on Systems, Man, and Cybernetics*, October 1997
- “Internal and external organizational methods used by industry incumbents to acquire know-how required for encompassing, complementary and incremental technological change” (with Will Mitchell) Presented at *the Annual Academy of Management Meeting*, August 1994.
- “Technology for new product development in an Emerging Industry.” Presented at *the IFSAM Annual Meeting*, January 1993.

## **WORK IN PROGRESS**

- Research
  - Recent M&A activity in the Media industry
  - Variations in industry and firm performance 1991-2022
- Cases written and used in class / in development
  - Video case developed with Kevin Wenzel (Ross Alum) on Sustaining competitive advantage through differentiation
  - Spirit: Succeeding as a low cost carrier
  - The many shades of Uniqlo
  - Ryanair from the brink of bankruptcy to Europe’s most successful airline - 1991 to 2021
  - The US Casino industry faces challenges from a changing environment
  - Berkshire Hathaway: Managing a conglomerate
  - Amazon’s diversification strategy
  - The AT&T Time Warner Merger endeavor
- Research Notes for use in class:
  - The Strategic Power of Organizational Aspirations \_ How Mission, Vision, and Values Drive Organizational Success (with Brit Sharoni and Kramer Quist)
  - The Industry Value Chain
  - The Firm Value Chain

## **OTHER**

- Member, Phi Kappa Phi
- Member, Beta Gamma Sigma