

## **Prof. Dr. ALLAN N. AFUAH**

Address: Stephen M. Ross School of Business  
University of Michigan  
701 Tappan St.  
Ann Arbor, Michigan 48109-1234

Email : [afuah@umich.edu](mailto:afuah@umich.edu)

Phone : (734) 763 3740.

### **EMPLOYMENT**

---

**Professor** of Corporate Strategy and International Business, Ross School of Business, University of Michigan

### **EDUCATION**

---

**PhD, MIT**

**SM, MIT**

### **EDITORIAL RESPONSIBILITIES**

---

Associate Editor *Academy of Management Review (AMR)* (July 2017 – June 2020)

### **RESEARCH INTERESTS**

---

**Areas**

- Business model innovation
- Crowdsourcing and open innovation
- Crowdsruptive innovation*
- Disruptive technologies
- Impact of technological discontinuities on ecosystems
- Multisided platforms
- Network effects and data network effects
- Problem solving using crowds
- Schumpeterian creative destruction and firm profitability
- Value creation and capture during innovation

**Focus** My research is rooted in the strategies and processes for generating and transforming scientific knowledge into products and services to benefit humanity. Currently, I am exploring two questions. Why are healthcare costs in the US unbelievably high and yet we keep getting sicker, fatter and more susceptible to shocks such as the covid-19 pandemic? What can be done about this healthcare quagmire? Using *crowdsruptive innovation*, the solution to the healthcare quagmire is unbelievably simple. I also explore how technological innovation concepts and phenomena can be used to explain and make predictions about how the world's most valuable firms (e.g., Apple, Amazon, Alibaba, Google) and unicorns (e.g., Uber, Airbnb) create and capture value in an increasingly digital and uncertain world. My research questions take the point of view of a manager with overarching responsibility for the performance of his or her organization.

#### SELECTED SCHOLARLY HONORS AND AWARDS

---

1. 2012 Academy of Management Review (AMR) Best Paper Award
  - ***In 2012, AMR was # 1 out of 172 management and #1 out of 116 business journals.***
2. 2019 Academy of Management Review (AMR) Practice Implications Award
3. The only Ross faculty member to win the Best Paper Award for a No. 1 journal. (Business/management journals were not ranked when Distinguished University Professor Karl Weick won the 1989 AMR Best paper award, and when Distinguished University Professor Jane Dutton won the 1991 AMJ and 1994 ASQ best paper awards.)
4. One of the highest number of *single-authored* "A" journal and book publications at Ross
5. Author of nine books exploring the generation and transformation of scientific knowledge into products and services that benefit humanity
6. Past MBA Teacher of the Year at Ross (when there was only one MBA award)
7. The only Ross faculty to win a best paper award for an "A" journal and the MBA teaching award
8. Kunz Fellow while a student at MIT, Sloan School of Management.
9. Michael & Mary Kay Hallman Faculty Fellow at the University of Michigan, 2001-2003.

## SELECTED JOURNAL PUBLICATIONS

- (1) McIntyre, Srinivasan, Afuah, Gawer & Kreuschmer (2020): Multi-sided platforms as new organizational forms: A dynamic perspective on strategy, scope and business models. Forthcoming, *Academy of Management Perspectives*.
- (2) Alvarez, S., Afuah, A., & Gibson, C. (2018). Editors' Comments: Should management theories take uncertainty seriously? *Academy of Management Review*, 43(2): 69-72.
- (3) Massa, L., Tucci, C., & Afuah, A. (2017). A critical assessment of business model research. *Academy of Management Annals*, 11(1), 73-104
  - *Annals is now No. 1 of 172 in the category of Management. Peer-reviewed since Vol. 9*
- (4) Bogers, M., Zobel, A. K., Afuah, A., Almirall, E., Brunswicker, S., Dahlander, L., ... & Hagedoorn, J. (2017). The open innovation research landscape: Established perspectives and emerging themes across different levels of analysis. *Industry and Innovation*, 24(1), 8-40.
- (5) Afuah, A., & Tucci, C. L. (2013). Value capture and crowdsourcing. *Academy of Management Review*, 38(3), 457-460.
- (6) Afuah, A. (2013). Are network effects really all about size? The role of structure and conduct. *Strategic Management Journal*, 34(3), 257-273.
  - **Lead article in March 2013 issue**
- (7) Afuah, A., & Tucci, C. L. (2012). Crowdsourcing as a solution to distant search. *Academy of Management Review*, 37(3), 355-375.
  - **2012 AMR Best Paper Award**
  - **AMR No. 1 of 110 in the category of Business, and No. 1 of 172 in the category of Management in 2012**
  - **2019 AMR Practice Implications Award**
- (8) Bogers, M., Afuah, A., & Bastian, B. (2010). Users as innovators: A review, critique, and future research directions. *Journal of Management*, 36(4), 857-875.
- (9) Kang, J., & Afuah, A. (2010). Profiting from innovations: the role of new game strategies in the case of Lipitor of the US pharmaceutical industry. *R&D Management*, 40(2), 124-137.
- (10) Afuah, A. (2004). Does a focal firm's technology entry timing depend on the impact of the technology on co-opetitors? *Research Policy*, 33(8), 1231-1246.
- (11)** Afuah, A. (2003). Redefining firm boundaries in the face of the Internet: Are firms really shrinking? *Academy of Management Review*, 28(1), 34-53.

- (12) Afuah, A., & Tucci, C. L. (2003). A model of the Internet as creative destroyer. *IEEE Transactions on Engineering Management*, 50(4), 395-402.
- (13) Afuah, A. (2002). Mapping technological capabilities into product markets and competitive advantage: the case of cholesterol drugs. *Strategic Management Journal*, 23(2), 171-179.
- (14) Afuah, A. (2001). Dynamic boundaries of the firm: are firms better off being vertically integrated in the face of a technological change? *Academy of Management Journal*, 44(6), 1211-1228.
- (15) Afuah, A. (2000). How much do your" co-opetitors"" capabilities matter in the face of technological change? *Strategic Management Journal*, 387-404.
- (16) Afuah, A. (1999). Strategies to turn adversity into profits. *Sloan Management Review*, 40(2), 99.
- (17) Afuah, A. N., & Utterback, J. M. (1997). Responding to structural industry changes: a technological evolution perspective. *Industrial and Corporate Change*, 6(1), 183-202.
- (18) Afuah, A. N., & Bahram, N. (1995). The hypercube of innovation. *Research Policy*, 24(1), 51-76.

## BOOKS (summaries)

1. Afuah, A. (1998, 2003). *Innovation management: Strategies, Implementation and Profits*. New York: **Oxford University Press**. First Edition 1998. Second Edition 2003. (Translated into simplified and traditional Chinese, and Thai.)

In the 1990s, two theoretical perspectives dominated scholarship in strategic management: Porter's positioning view and the resource-based view (RBV). In my first book, *Innovation Management*, I drew on the seminal works of technological innovation scholars to synthesize a framework for exploring the impact of technological innovation on firm performance. I argued that the type of technological innovation (incremental, modular, architectural, or radical) and the type of firm (incumbent or new entrant) determine the degree to which a firm's resources and product-market positions and, therefore, performance are reinforced or rendered obsolete by the innovation. Importantly, I offered three strategies—block, run, and team-up—that a firm could use to reinforce or avoid obsolescence of its product-market positions and resources, thereby sustaining its competitive advantage in the face of technological innovation.

2. Afuah, A., & Tucci, C. L. (2000, 2002). Internet Business Models and Strategies. New York: **McGraw-Hill**. First Edition 2000. Second Edition 2002. (Translated into more than 10 languages.)

The emergence of the Internet created an opportunity for strategy scholars to zoom in on a single technological innovation and explore its impact on value creation and capture and, therefore, firm performance. Thus, partly inspired by the dot.com boom of late 1990s and early 2000s, my co-author and I wrote *Internet Business Models and Strategies* to explain how and why the Internet would impact firm performance. We synthesized the properties of the Internet and used them—together with strategy and management of technological innovation concepts—to explain and predict what was likely to happen to value creation and capture, and to firm performance in the face of the Internet. (For example, we predicted Amazon's dominance of retail but expected the erosion of brick-and-mortar retailers to occur sooner.) Because the Internet exhibits network effects—and RBV and the positioning view had assumed away monetization—a major part of the book was dedicated to monetization in the form of revenue models, which were also called business models by many scholars and managers.

3 Afuah, A. (2004). Business Models: A Strategic Management Approach. 2004. **McGraw-Hill/Irvin**: New York.

To keep *Internet Business Models and Strategies* tractable, my co-author and I had focused on monetization and the impact of the Internet on performance, leaving out other drivers of profitability such as resources and pricing. In *Business Models: A Strategic Management Approach*, I reintroduced the role of resources, costs, and pricing giving scholars more constructs to explain and predict firm performance. That is, in the book, I drew on both the positioning and resource-based views of strategy to argue that a firm's profitability depends very much on which activities it performs, how it performs them, and when it performs them as it uses resources to position itself well in the industries in which it competes. Importantly, the book included monetization (revenue models and pricing), long assumed away by RBV and the position view.

4. Afuah, A. (2009). Strategic Innovation: New Game Business Models for Competitive Advantage. 2009. **Routledge**: New York.

*Strategic Innovation* was inspired by the fact that, in mainstream RBV and the positioning view of strategic management, each firm single-handedly creates and captures value. *Strategic Innovation* was about cooptation. In cooptation, the players in an industry or market space—suppliers, customers, rivals, complementors, new entrants, etc.—cooperate to create value and compete to capture value *in the face of innovation*. A core theme in the book was the fact that, in the face of innovation, it is difficult to win—especially against ignorance, technological and market uncertainty, disease, etc.—without cooperation. In writing the book, I focused primarily on value-adding innovation activities—e.g., disruptive innovations, less-is-more innovation, etc.—that change the rules of the game, enabling a firm to outperform its competitors.

5. Afuah, A. N. (2014, 2018). Business Model Innovation: Concepts, Analysis, and Cases. **Routledge**: New York. First Edition 2014. Second Edition 2018. Translated into Korean.

I was inspired to write *Business Model Innovation* after a study by McKinsey suggested that business model innovations were more profitable—on average—than product innovations. Because theory explains and predicts, my goal in the book was to provide scholars with the strategy and technological innovation concepts to help them explore how, when, and why business model innovations can contribute more to firm performance than product innovation. A crucial part of the task was showing how crowdsourcing, network effects, multisided platforms, less-is-more innovations, and long tail effects contribute to business model innovation and, importantly, profitability.

6. Tucci, C., Afuah, A. & Viscusi, G. (eds.) (2018). Creating and Capturing Value Through Crowdsourcing. Oxford: **Oxford University Press**.

*Creating and Capturing Value through Crowdsourcing* is an edited book that Chris Tucci, GG Ciscusi, and I co-edited. Scholars from management, information technology, and electrical engineering and computer science submitted papers for the book. From these submissions, we selected the best. I authored two of the chapters and co-authored one. The theme of the book was that crowdsourcing is valuable not only for creating value but also for capturing it, despite hurdles in value capture. The book built on the research that had led to the 2012 AMR Best Paper and my earlier books.

7. Afuah, A. N. (2020) Principles of Strategy 1.0. (Undergoing peer review at publisher)

*Principles of Strategy 1.0* is designed for core courses in strategic management and general management (BBA or MBA). It is distinct from other strategy textbooks in three ways. First, it strips off many of the convoluted concepts and arguments that belong to electives but characterize most strategy textbooks. What is left is a complete and parsimonious body of material that students can wrap their minds around. Second, the book is rooted in the fundamental reality that firms are in the business of building and using resources to create, deliver, and monetize benefits to customers. A firm's strategy is the set of activities that it performs to win—win against competitors, technological uncertainty, market uncertainty, disease, poverty, ignorance, etc.—when building and using resources to create, deliver, and monetize benefits to customers in the market spaces the firms choose to serve. Winning is through both competition and cooperation. Third, a cornerstone of the book is an integrated strategy framework (ISF) that has been synthesized from seminal work in five strategic management theoretical perspectives: The positioning view, RBV, Schumpeterian, business model, and dynamical capabilities. Because of its structure, the book may be just what the doctor ordered for the growing number of online general management and strategy courses.

8. Afuah, A. N. (2020). *Forgotten Scientific Miracles*

We in the US spend more on healthcare than anyone else in the world, only to get fatter, sicker and more susceptible to healthcare shocks such as the covid-19 pandemic. This raises two trillion-dollar questions. How did we get into this healthcare quagmire?

How do we get out of it? This monumental healthcare problem falls in the category of problems that appear impossible to solve using status quo approaches but become relatively easier to solve using crowds. Witness Wikipedia as a solution to the difficult problem of providing the most comprehensive encyclopedia free to everyone on earth with access to the Internet. In *Forgotten Scientific Miracles*, I argue that three causation-correlation errors from the vetting of scientific research findings—and the gatekeeping process that links researchers to doctors/patients—landed us in the healthcare quagmire. I then show how we can use crowds to get out of the quagmire pursuing three strategies: Low-carb, high-dose micronutrient, and cause-based treatment strategies. These strategies require no new drugs, no new products, and little or no involvement of status quo healthcare players or solutions. Rather, the strategies require restricting carb intake, paying more attention to micronutrients, eliminating many drugs that cause more harm than good, and the use of crowds. I use the strategies to show that the covid-19 problem is actually a Vitamin D deficiency problem that can be solve by building Vitamin D serum levels. For many people, this is as simple as buying Vitamin D oil softgels online, from a grocery store, or from a drugstore. (This is not medical advice and should not be misconstrued as such.)

### Book chapters

- C. Tucci, A. Afuah, & G. Viscusi. (2018). Introduction to Creating and capturing value through crowdsourcing. In C. Tucci, A. Afuah, & G. Viscusi (eds.), *Creating and capturing value through crowdsourcing*, pp. 1-8. Oxford: Oxford University Press.
- Afuah A. (2017). Crowdsourcing: A primer and framework. In C. Tucci, A. Afuah, & G. Viscusi (eds.), *Creating and capturing value through crowdsourcing*, pp. 11-38. Oxford: Oxford University Press.
- Afuah A. (2017). Co-opetition in crowdsourcing: When simultaneous cooperation and competition deliver superior solutions. In C. Tucci, A. Afuah, & G. Viscusi (eds.), *Creating and Capturing Value Through Crowdsourcing*, pp. 271-291. Oxford: Oxford University Press.

**Google Scholar Citation Score** on May 27, 2020 was 13,266

For my latest citation score, go to:

<https://scholar.google.com/citations?user=5tZmzy8AAAAJ&hl=en&oi=sra>

## TEACHING

---

### Textbook writing

- I am almost done with a new strategy textbook entitled *Principles of Strategy 1.0*. The book is written for core courses in strategic management and, therefore, strips off many of the convoluted concepts and arguments that belong to electives but characterize most strategy textbooks. However, the book still introduces students to crowdsourcing, multisided platforms, network effects, monetization, business models, co-creation, blue ocean, coopetition, and other concepts whose understanding is crucial to exploring why firms perform so well or not so well in today's digital economy.

### Translating research into teaching

- Because of the nature of my research, many of the books that I write have also been used as textbooks. These books include *Innovation Management; Internet business models and strategies*; *Business model: A strategic management perspective*; *Strategic Innovation*; and the latest, *Business Model Innovation: Concepts, Analysis, and Cases*

### Case writing with students

- Here is a sampling of some of the cases that students wrote under my supervision that were published in the Second Edition of *Business Model Innovation: Concepts, Analysis, and Cases*:
  - Alibaba
  - Airbnb
  - Uber
  - Niantec and Nintendo Go
  - Snapchat
  - Tinder

## SERVICE

---

### Problem solving at the global level

- Part of my responsibility as a professor in a top research university is to perform research with worldwide implications. In my *crowdsruptive innovation* research, I explore the question: Why are healthcare costs unbelievably high and yet we keep getting fatter and sicker and, importantly, what can be done about the quagmire? The solution is surprisingly simple.

### External to the University of Michigan



- Associate Editor, *AMR*
- External evaluator, University of Bologna Management Department. Dec. 2003

#### **At the University level**

- Member of the Provost's Global Challenges committee (From 2013 to 2015)
- Member of the University of Michigan Grievances committee (since 2013)

#### **At the Ross School Level**

- Member of the Ross School's Community Values Committee (since 2013)
- Member of the Ross School's Diversity and Inclusion Committee (since 2012)
- Co-chair of Strategy group from 2001 to 2003 when the group needed rebuilding
- Chair of task force to improve the Ross School's Yield. Team increased yield from 44% in 1999 to 53% in 2001 and the measures we recommended lead to much higher yields in the years to come: 70% in 2007)
- Member research committee 2001/2002
- Member Curriculum and Teaching committee 2002-2010
- Informal advisor to foreign and students of color
- Frequently supervises students' independent research projects/thesis

#### **PRACTICE**

---

- Occasional classes to healthcare professionals.
- Writing books for non-academics

#### **SELECTED CONFERENCE AND OTHER PRESENTATIONS**

---

Participation in the "The open innovation research landscape: Established perspectives and emerging themes across different levels of analysis" at the Academy of Management Annual Meeting, Anaheim, CA. August 2016

“Capturing value from crowdsourcing” Presentation at the HBS/MIT Open and User Innovation Conference held at HBS in July 2016

“What if the crowd in crowdsourcing were a network?” paper presented at the Open and User Innovation Conference held at HBS on July 28, 2014

“Researching Open Innovation: Theoretical and Empirical Approaches at Different Levels of Analysis” panelist at the Academy of Management Annual Meeting, in Philadelphia August 2014

“New Forms of Business Modeling and Innovation Management” panelist at the Academy of Management Annual Meeting, in Philadelphia August 2014

“Resolving the Debate on Competition and Collaboration in Open Innovation Crowds” presenter at the Academy of Management Annual Meeting, in Philadelphia August 2014

“Open Innovation: Tensions between Value Creation and Value Capture?” panelist at the Academy of Management Annual Meeting, in Philadelphia August 2014

“New Conversations on Business Models” Discussant at the Academy of Management Annual Meeting, in Philadelphia August 2014

“Crowdsourcing Business Models: Creating and capturing value through tournaments and collaboration.” Presented on May 10, 2013 in the Technology, Innovation and Learning seminar series (Conway) at the Tuck School of Business at Dartmouth.

“Becoming a Scholar: One scholar’s journey from an African village,” presented as Keynote Speech at Doctoral Consortium in the January 2013 Academy of Management Special Conference in Johannesburg, South Africa.

“Why we still need a theory of open innovation despite existing theories,” presented at the August 2012 Academy of Management Annual Conference, Boston, in the Symposium entitled “Open Innovation and the Theory of the Firm: (How) Do Organizations and Boundaries (Still) Matter?”

“The time dimension of distant search: Can going back to the future deliver winning ideas for alleviating poverty?” presented at the August 2012 Academy of Management Annual Conference, Boston, in the professional development workshop (PDW) entitled: Reconsidering the front end of innovation: Integrating internal and external idea management.

“Writing innovation papers that contain theory”, presented at the Open User Innovation Conference held at HBS on July 25, 2012.

“IT and business strategy: Exploring the impact of information technology on firm performance” Presented (with Christopher Tucci) at a Special Issue of *MISQ* for those who had been invited to revise and resubmit, Temple University, April, 2011.

“Crowdsourcing: Some research questions” Presented at the Annual Academy of Management in Chicago, 2008.

“Technological Change (architectural change) and the negative effects of network ties” Presented at the Annual Academy of Management in Anaheim, 2008.

“User Innovation Life Cycle”. Presented at the Academy of Management Annual meeting 2008.

“Impact of technological change on network ties”. Presented at Ecole Polytechnique Federale de Lausanne, April 2005

“Can Agency Theory explain the African Paradox?” Presented at USC Marshall School of Business

“Can Agency Theory explain the African Paradox?” Presented at Hosmer Lunch series in February 2005

“Can free-rider theory explain the African Paradox?” Presented to ICOS Feb, 2005

"Seemingly innocuous technological innovations". Presented at the HEC, FRANCE. February 2004

“Erosion of industry leadership in the face of seemingly innocuous technological changes: a study of the video game industry” Pavitt Conference, SPRU England. Nov. 15, 2003

“Technology business models: An application to cholesterol drugs and online auctions” Pavitt Conference, SPRU England. Nov. 14, 2003

“The depth and breath of creative destruction: The case of the Internet.” Academy of Management, Denver 2002

"Translating technological capabilities Into economic rents: The case of cholesterol drugs. Academy of Management, Denver 2002

"The Impact of disruptive technologies on community colleges: The case of the Internet." Keynote speech at the Strategic Leadership Forum, Chicago March, 2001

"A model of the Internet as creative destroyer." Presented at the Wharton Technology conference, March 30, 2001.

"Redefining firm boundaries in the face of the Internet: Are firms really shrinking?" Presented at the INSEAD strategic management research series, INSEAD Fontainebleau, France April 20, 2001.

"Redefining firm boundaries in the face of the Internet: Are firms really shrinking?" Presented at the HEC strategic management research series, Paris, France April 27, 2001

“Redefining firm boundaries in the face of the Internet: Are firms really shrinking?” Presented at the Interdisciplinary Committee on Organizational Studies (ICOS), University of Michigan. December 8, 2000.

“Competitive advantage from intellectual capital: The case of cholesterol ethical drugs.” Presented at the Academy of Management, Toronto. 2000.

“Technology adoption timing: How much and when do co-opetitor's capabilities matter? The case of supercomputers.” Presented at the Academy of Management, Toronto. 2000.

“Researching and teaching e-commerce: Internet business models and strategies.” Presented at the Academy of Management, Toronto. 2000.

“The Internet and creative destruction.” Presented at the National Association of College Stores (NACS), Washington D.C. July 25, 2000.

“Redefining firm boundaries in the face of the Internet: Are firms really shrinking?” Presented at the Mitsubishi Bank Foundation International Conference. International Productivity Center, Kamiyamaguchi, Japan . August 27-29, 2000.

“Determinants of innovative firms.” Presented at the Brookings Institute Conference for Executives. San Francisco. February 15, 2000.

“Do your *co-opetitors'* capabilities matter in the face of a technological change?” *Strategic Management Journal* Special issue Conference at Kellogg, Northwestern University. April 15, 1999.

“Competitive advantage from Intellectual Capital: The case of cholesterol ethical drugs.” Presented at the Interdisciplinary Committee on Organizational Studies (ICOS), University of Michigan. October 23, 1998.

“Are firms better off being vertically integrated in the face of a technological change?” Presented at The Wharton School, University of Pennsylvania, strategic management series. November 1999.

“Are firms better off being vertically integrated in the face of a technological change?” Presented at the Darden School, 1999. University of Virginia, Strategy series.

“Teaching MBA core courses.” Presented at the new faculty consortium, the Academy of Management Annual Meeting. Chicago, 1999.

## SELECTED CASES WRITTEN UNDER MY SUPERVISION

---

*Survivor: Has the Tribe Spoken?* by Nidhi Chandra, Jason Kuo, Efram Lebovits, Nicholas Takessian, and Wendy Yu. 2007.

*Netflix: Responding to Blockbuster, Again,* by Christian Chuck, Tania Ganguly, Chad Greeno, Julie Knakal, and Tony Knakal. 2008.

*Sephora takes on America,* by Kathryn Morrison, Jason Paradowski, Stefan Pototschnik, Matthew Smucker, and Spiro Vamvaka. 2008

*New Belgium: Brewing a new game,* by Ali Dharamsey, Lei Duram, Claudia Joseph, Steve Krichbaum, and Shama Zehra. 2008.

*Xbox360: Would the second time be better?* by Katy Chai, Victor Colombo, Elizabeth Huntley, Ian Mackenzie, Justin Manly, and Tatsuyoshi Matsuura. 2008.

*Esperion: Drano for your Arteries?* by Brian Levy, Melissa Vasilev, Jess Rosenbloom, Scott Peterson, and Patrick Lyon. 2008.

*eBay: Growing the world's largest online trading community,* by Scott M. Tang.

*Pixar Animation (2002),* by Catherine Crane, Will Johnson. Kitty Neumark. Christopher Perrigo and Yuliya Yoon.

*Viagra: A hard act to follow,* by Jeff Kreick, Richard Mitschke, Corey Peak, Lee Susen and Wade Warren. 2003.

*Eclipse: The next big thing in small aircraft,* by Sarah Davis, Michael Garceau, Victor Gonzalez-Maartens, Jeff Huebner and Gonzalo Mannucci. 2003.

*Salton Inc., and The George Foreman grill,* by Diana Alpert, David Azvnavorian, Alice Boswell, David Lowy, and Amy Percy. 2003.

*Satellite digital audio service (SDARS): Beyond AM, Beyond FM . . . Radio takes a serious step forward,* by Jim Callahn, Shelly Cropper, Jed Hunter, Rebecca Kucker and Angela Mitzel. 2003.

*Segway: Segue to . . .* by Christopher Cho, Mike Koziol, Kelly Mao, Travis Narum, Rachey Peten, Steven Van Metre. 2003.

*LEGO Bonicle: The building blocks to core competency?* by Ena Sinha and Courtney Loveman). 2003

*KPN Mobile and the introduction of i-mode in Europe,* by Marcos Almeida, Rob van Dale, Prashanth Menon, Pier Paolo Noventa, Nicola Saraceno and Benjamin H. Wong.

*Lipitor: At the heart of Warner-Lambert*, by Matthew Leafstedt, Amy Marta, Jitendra Marwaha, Philip Schallwig, and Reka Shinkle. 2003.

*Borders: Responding to change*, by Ivan Gataric, Jon Gilbert, James Green, Iain Kennedy, William Lewallen and Yosuke Sumita. 2003.

*Microsoft Xbox Online*, by Ira Hall, David Ibrahim, Hemant Mandal, Clint Perez, Bryan Richards and John Schumacher

#### DOCTORAL STUDENT DISSERTATION COMMITTEES

Mary Antonaros. Dissertation: *The Influence of Gender Differences in Leadership Style on Leader Effectiveness for College Presidents*. 2010.

Bettina Bastian. *Dissertation: Technological Innovation Strategy in Natural Resource-based Industries*. 2009.

Marcel Bogers. *Dissertation: The Sources of Process Innovation in User Firms: an Exploration of the Antecedents and Impact of Non-R&D Innovation and Learning-by-doing*. 2009.

Yang Yang. Dissertation: *e-Innovation and Financial Services*. 2008.

Lars Frederiksen. Dissertation: *Assessment of Open Innovation Business Models*. 2007.

Ball, Stephen R. *Dissertation: The Role of Organizational Culture in Innovation Adoption: Teaching Through the Internet in Specialized Schools of Business*, 2005.

Douglas, Laura L. *Dissertation: A Grounded Theory of How Community College Trustees Mediate Between Internal and External Environments*, 2005.

Karunanathan, Christo, S. *Dissertation: The Effect of Product-Market Competition on Managerial Incentives and Managerial Pay in Compensation Contracts*, 2004.

Parmigiani, Anne E. *Dissertation: Concurrent Sourcing: When do Firms Both Make and Buy?* 2004.

Soliman, Mark T. *Dissertation: Using Industry-Adjusted Dupont Analysis to Predict Future Profitability and Returns*, 2003.

Yoo, Mina. *Dissertation: The Ties That (Un)Bind: Social Networks and Entrepreneurship in High Technology Industries*, 2003.

Nejo, Olukayode O. *Dissertation: A Dynamic Simulation Model of Sustainable Land Resources: Policy Strategies and Scenario-Envisioning for Agriculture in Maryland's Eastern Shore*, 2003.

Himmelhoch, Carol R. *Dissertation: The Influence of Faculty Characteristics on Their Perceptions of Worklife Quality in Centralized and Decentralized Curriculum Planning Environments, 2002.*

Dowell, Glen W. *Dissertation: A Routine-Based View of Constrained Organizational Change: The Impact of Product Line Breadth and Firm Experience on Survival of U.S. Bicycle Business, 2001.*

Byrd, Daniel T. *Dissertation: When Peers Become Teachers: The Impact of Inter-Firm Relationships on Learning and Performance, 2000.*