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ACADEMIC EXPERIENCE

Assistant Professor, Corporate Strategy and International Business, University of Michigan Business School, 1998-present.

Research Fellow and Faculty Associate, William Davidson Institute, 2001-present.
 Faculty Associate, Center for South Asian Studies, University of Michigan, 2002-present.

Assistant Professor, Richard Ivey School of Business, University of Western Ontario, 1994-1998

EDUCATION

PhD (Strategy and International Management) 1995

The Wharton School, University of Pennsylvania, Philadelphia PA

Dissertation Title: Responding to a Declining Product Market: A Study of the US Defense Industries using Resource-based, Evolutionary and Agency Perspectives

Dissertation Committee: Harbir Singh (advisor), Ned Bowman (chair), Connie Helfat, Dan Levinthal and Jitendra Singh

B.Tech. (Mechanical Engineering) 1987

Indian Institute of Technology, New Delhi

AWARDS AND HONORS

- Alliance Edge Research Fellowship from Queen's University, Canada, 2003
- Nominated for McKinsey/ Strategic Management Society Best Conference Paper Award, 2002
- Runner-up, Booz, Allen and Hamilton Fellowship, Strategic Management Society, 2001
- Best Paper Award, International Management Division, Academy of Management, 2001
- Nominee, Faculty Career Development Award, University of Michigan, 2001
- Nominee, PhD Teacher of the Year Award, 2001
- Distinguished Research Grant, Rackham Graduate School, University of Michigan (with Z. Zhao), 2001 and 2002.
- Invited Panelist, Junior Faculty Consortia, BPS Division, Academy of Management, 2000 & 2001
- Invited Panelist, Junior Faculty Consortium, Academy of International Business, 2000
- Outstanding Reviewer Award, Academy of Management, 2000

- University of Michigan Road Scholar, University of Michigan, 2000
- ANBAR Certificate of Excellence in Research, 1998
- F.W.P. Jones Outstanding Junior Faculty Award, University of Western Ontario, 1996-98.
- Best MBA Teacher Award, 1997
- Fellow, Wharton Emerging Economies Center, University of Pennsylvania, 1995-1997
- Crosby-Fogitt Research Fellowship, 1992.
- University Fellowship for academic excellence, 1990.
- National Talent Award, 1983-87 for scholastic excellence.

RESEARCH ACTIVITIES

Research Interests

- Mergers, acquisitions and alliances;
- Redeployment of firm capabilities;
- Fungibility and context-specificity of capabilities.

Key Research Questions: How are firm capabilities redeployed across: (a) businesses and industries, (b) firms linked through acquisitions or alliances, and (c) countries and regions

PUBLICATIONS

Research Publications

Zheng Zhao, Jaideep Anand and Will Mitchell, Transferring Collective Knowledge: Teaching and Learning in the Chinese Auto Industry, *Strategic Organization*, forthcoming.

Roberto Vassolo, Jaideep Anand and Tim Folta, "Portfolio Effects in Real Options: The Case of Equity Alliances in Biotechnology", *Strategic Management Journal*, forthcoming.

Jaideep Anand, "Redeployment of Corporate Resources: A Study of Acquisition Strategies in the US Defense Industries, 1978-96", *Managerial and Decision Economics*, forthcoming.

Jaideep Anand and Andrew Delios, "Relative and Absolute Resources as Determinants of International Acquisitions", *Strategic Management Journal*, February 2002.

Bruce Kogut, Gordon Walker and Jaideep Anand, "Agency and Institutions: Organizational Form and National Divergence in Diversification Behavior", *Organization Science*, March-April, 2002.

Jaideep Anand, "Resource Deficits and International Entry Mode: Analysis of Context-Specificity and Fungibility of Resources", *Advances in International Management* (JAI Press), 2002.

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

Jaideep Anand “M&A Strategies”, *Mergers and Acquisitions of Privately-Held Businesses*, Wayne Albo and Adam Bryk (editors), third edition, 2000.

Jaideep Anand, “How Many Matches are Made in Heaven?”, *Financial Times*, October 25, 1999. Reprinted in *Mastering Strategy: the Complete MBA Companion in Strategy*, 2000, London: Prentice Hall.

Jaideep Anand and Andrew Delios, “Economic Liberalization and Foreign Direct Investment in LDCs: Japanese Investments in India and China” in C.P.Rao (editor), *Globalization, Privatization and the Free Market Economy*, Quorum Books, 1998.

Jaideep Anand and Harbir Singh, “Asset Redeployment, Acquisitions and Corporate Strategy in Declining Industries”, *Strategic Management Journal*, Summer 1997.

Jaideep Anand and Bruce Kogut, “Technological Capabilities of Countries, Firm Rivalry and Direct Investment”, (lead article) *Journal of International Business Studies*, 28(3), 1997.

Jaideep Anand and Andrew Delios, “Location Specificity and the Transferability of Downstream Assets to Foreign Subsidiaries”, *Journal of International Business Studies*, 28(3), 1997.

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

Jaideep Anand, R. Azimah Ainuddin and Shige Makino, “An Empirical Analysis of Multinational Strategy and International Joint Venture Characteristics in Japanese MNCs”, in P.W.Beamish and J.P. Killing (editors), *Cooperative Strategies: Asian Perspectives*, San Francisco: New Lexington Press, 1997 (Refereed book; Reviewed in *Administrative Science Quarterly*).

Jaideep Anand and Andrew Delios, “Escorts Case Series”, *Asian Case Research Journal*, 1(1) 1997.

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

Reprinted in *CHEMTECH*, 27. 1997;

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

Jaideep Anand, R. Azimah Ainuddin and Shige Makino, Multinational Strategy and Characteristics of Subsidiaries: Empirical Analysis of Japanese MNEs in *Best Papers Proceedings, Association of Japanese Business Studies*, 9th Annual Meeting, Nagoya, June, 1996.

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

Andrew Delios and Jaideep Anand, "Economic Liberalization and Foreign Direct Investment In LDCs: Japanese Investments in India and China", *Proceedings*, International Conference on Globalization and Market Economy: The Challenges of Change, New Delhi, India, Dec., 1995.

Jaideep Anand, "Horizontal Mergers in a Declining Industry: the Role of Firm Resources and Corporate Governance", *Administrative Sciences Association of Canada Proceedings*, Windsor, 1995.

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

Papers under Review

1. Prashant Kale and Jaideep Anand, International Joint Venture Stability in Emerging Markets, under third review at *Strategic Management Journal*.
2. Jaideep Anand, Laurence Capron and Will Mitchell, Which Borders Affect Acquisition Outcomes? Effect of Organizational and Country Borders on Performance, under second review at *Industrial and Corporate Change*.
3. Jaideep Anand, Permeability to New Entrants: The Effect of Hierarchy and Coordination on Inter- and Intra-Firm Knowledge Flows under first review at *Strategic Management Journal*.
4. Alexander Sleptsov and Jaideep Anand, Relationship with Investment Banks as a Determinant of Acquirer Performance under first review at *Strategic Management Journal*.
5. Zheng Zhao, Jaideep Anand and Will Mitchell, A Network Perspective On Inter-Organizational Transfer Of R&D Capabilities: A Study Of International Joint Ventures In Chinese Automotive Industry under first review at *Journal of Management Studies*.

In Progress

1. Information gathering and information processing capabilities
2. Rent generation by redeployment of excess firm resources
3. Alliances and acquisitions as dynamic capabilities

Research Presentations (2001-3)

Permeability To New Entrants: The Effect Of Hierarchy And Coordination On Inter- And Intra-Firm Knowledge Flows, Strategic Management Society, Baltimore, November, 2003.

Alliance Activity as Dynamic Capability, Strategic Management Society, Baltimore, November, 2003.

A Network Perspective on Inter-Organizational Transfer of R&D Capabilities: A Study of International Joint Ventures in Chinese Automotive Industry, Queen's University Alliance conference, September, 2003.

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

Alliance Activity as Dynamic Capability, Academy of Management, Seattle, August, 2003.

Portfolio Effects in Real Options, Ohio State Alliances conference, June, 2003.

Permeability to New Entrants: The Effect of Hierarchy and Coordination on Inter- and Intra-Firm Knowledge Flows, Purdue Strategy seminar series, April, 2003.

Portfolio Effects in Real Options, Wharton Strategy seminar series, March, 2003.

Portfolio Effects in Real Options, BYU-Utah Strategy conference, March, 2003.

Is Evolutionary Theory Underspecified?, Strategic Management Society, Paris, November, 2002.

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

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

Integrating Real Options and Diversification Lenses in Exploration Contexts, University of Illinois Strategy seminar series, April, 2002.

Sub-Additivity and Super-Additivity in Strategic Investments: A Real Options Model, Strategic Management Society, San Francisco, November, 2001.

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

A network perspective on inter-organizational transfer of R&D capabilities: A study of international joint ventures in Chinese automotive industry, Business Policy and Strategy, Academy of Management, Washington, DC, August, 2001.

TEACHING ACTIVITIES

Recent Courses Taught

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

Strategic Management/ Corporate Strategy, Core course (1st year MBA core)

Seminars in Corporate Strategy & International Business (1st and 2nd year PhD)

Average Course Evaluations (last 3 years)

MBA: 4.75 (1 poor, 5 excellent)

PhD: 5.00 (1 poor, 5 excellent)

Case Material Development & Publication

- “Acer in Canada” (with Scott Ensign) and Teaching Note, 1997.

Published in

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

- “Andrei Volkoff Malaysia” (with Scott Ensign) and Teaching Note, 1997

- “Escorts Series” (with Andrew Delios), a three part series with Teaching Note and Video, 1995.

Published in

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

- “Studds-Nolan Joint Venture” (with Andrew Delios) and Teaching Note, 1995.

Published in

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

- “Paul Hewitt in India” (with Garnet Garven), with Teaching Note and Video, 1995.

PhD Program

- **Area Group Doctoral Coordinator**, February 1995-August 1996.

- **Advisor and Chair:**

Alexander Sleptsov, *Information Flows and Acquisition Performance*, 2003.

Zheng Zhao, *Acquiring capabilities: A multi-level study of organizational knowledge and organizational learning*, 2003

- **Committee Member,**

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

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

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

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

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

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

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

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

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

Editorial Board,

Journal of International Business Studies, 2000-.

Best Paper Award Committee,

Strategic Management Society, 2001-.

Organizer,

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

Review and Program Design Committee,

Strategic Management Society, 1995

Ad hoc Reviewer,

Strategic Management Journal;
Management Science;
Organization Science;
Managerial and Decision Economics;
Academy of Management Review;
Academy of Management Journal;
 National Science Foundation;

Academy of Management, Business Policy and International Management Divisions

Mid-West Representative,

Business Policy and Strategy, Academy of Management, 1999-2001

Member,

Academy of Management,
Academy of International Business,
Strategic Management Society

OTHER EXPERIENCE

Management Department, The Wharton School, Philadelphia PA

Research Assistant, 1990-1993

Various projects with Professors Ned Bowman, Robert House, Bruce Kogut, Dan Levinthal, Harbir Singh and Jitendra Singh

Barringer Center, Virginia Tech, Blacksburg VA

Research Assistant, 1988-1989

Assisted on Human Resource Strategy projects for manufacturing plants and small companies.

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

Research Associate, 1988

Developed a strategic location model for distribution and trucking companies.

Indian Market Research Bureau, New Delhi

Field Administrator, 1987

Conducted survey of MIS managers in private companies and multinational subsidiaries.

Crompton Greaves Limited, Bombay

Summer Internship, 1986

Designed special purpose centrifugal pumps for government irrigation projects.