

Sendil K Ethiraj

Stephen M. Ross School of Business, University of Michigan
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EDUCATION

2002

THE WHARTON SCHOOL – UNIV. OF PENNSYLVANIA

Ph.D. in Management

Specialization: Strategy

PhD DISSERTATION

Four Essays on Innovation and Performance in Complex Systems

EMPLOYMENT

- Associate Professor of Strategy, Stephen M. Ross School of Business, September 2008 onwards.
- Mike R. and Mary Kay Hallman Fellow, Stephen M. Ross School of Business, September 2003 onwards.
- Assistant Professor of Strategy, Stephen M. Ross School of Business, September 2002-2008.

AWARDS

- PhD teaching excellence award at the Ross School of Business, 2005.
- Sanford R. Robertson Chair in recognition of early career research and teaching excellence, 2005.
- Mike and Mary Kay Hallman Fellowship at the Ross School of Business, 2003-present.
- Finalist for Best Dissertation Prize of the Business Policy and Strategy Division of the Academy of Management, 2003.
- Finalist for Best Dissertation Prize of the Technology and Innovation Management Division of the Academy of Management, 2003.
- Awarded the Technology and Innovation Management Division Best Student Paper prize at the Academy of Management, 2002.
- Winner of the SMS/Booz Allen & Hamilton best paper prize, Strategic Management Society Meetings, San Francisco, 2001.
- Finalist for the McKinsey/SMS best conference paper prize, Strategic Management Society Meetings, San Francisco, 2001.

RESEARCH

PAPERS & PUBLICATIONS

Published articles

1. Ethiraj, S. K., and P. Garg. (forthcoming). Division of gains from complementarities in human-capital-intensive activity. *Organization Science*.
2. Ethiraj, S. K., N. Ramasubbu, and M.S. Krishnan. (2012). Does complexity deter customer-focus? *Strategic Management Journal*, 33 (2), 137-161.
3. Ethiraj, S. K., and D. A. Levinthal. (2009). Hoping for A to Z while rewarding only A: Complex organizations and multiple goals. *Organization Science*, 20 (1), 4-21.
4. Ethiraj, S. K. and D. H. Zhu (2008). Performance effects of imitative entry. *Strategic Management Journal*, 29 (8), 797-817.
5. Ethiraj, S. K., D. A. Levinthal, and R. R. Roy (2008). The dual role of modularity: Innovation and imitation. *Management Science*, 54 (5), 939-955.
6. Ethiraj, S. K. (2007). Allocation of inventive effort in complex product systems. *Strategic Management Journal*, 28 (6), 563-84.
7. Ethiraj, S. K., P. Kale, M. S. Krishnan, and J. V. Singh (2005). Where do capabilities come from and how do they matter? A study in the software services industry. *Strategic Management Journal*, 26 (1), 25-45.
8. Ethiraj, S. K. and D. A. Levinthal (2004). Bounded rationality and the search for organizational architecture: An evolutionary perspective on the design of organizations and their evolvability. *Administrative Science Quarterly*, 49 (3), 404-37.
9. Ethiraj S. K. and D. A. Levinthal (2004). Modularity and innovation in complex systems. *Management Science*, 50 (2), 159-73.
10. Ethiraj, S. K. and P. Puranam (2004). The distribution of R&D effort in systemic industries: Implications for competitive advantage. In *Business Strategy over the Industry Life Cycle, Advances in Strategic Management*, J. A. C. Baum and A. M. McGahan, Eds. Vol. 21. Oxford, UK: Elsevier/JAI Press.

CONFERENCE PRESENTATIONS

Strategy and Organization track, Discussant at the Strategy Conference at Indian School of Business, July 2011.

When and why are reliable organizations favored? Presented at the AOM Meetings, San Antonio, August 2011.

Macromotives and microbehaviors, Presented at the SMS Meetings, Rome, 2010.

Macro practices of R&D and micro behaviors of scientists, Presented at the AOM Meetings, Montreal, 2010.

Organization structure and design, PDW presenter at the AOM Meetings, Chicago, 2009.

Deliberate, adaptive, and vicarious learning, Discussant at the AOM Meetings, Anaheim, 2008.

Organizing human capital activity: Team-specificity and the distribution of surplus, Presented at the AOM Meetings, Anaheim, 2008.

How valuable are capabilities? Technical and marketing capabilities in the pharmaceutical industry, Presented at the AOM Meetings, Philadelphia, 2007.

Decomposing firm heterogeneity, Presented at the Atlanta Competitive Advantage Conference, Atlanta, 2007.

Multiple goals in complex organizations, Presented at the conference in honor of Sumantra Ghoshal, London Business School, 2007

When does it pay to imitate? Presented at the SMS Meetings, Vienna, Austria, 2006.

Hoping for A to Z: Complex organizations and multiple performance goals, Presented at the AOM Meetings, Atlanta, 2006.

Hoping for A to Z: Complex organizations and multiple performance goals, Presented at the Complexity Conference, Aix-en-Provence, France, 2006.

Innovation, imitation, and the design of organizational interfaces, Presented at the AOM Meetings, Honolulu, 2005.

Does complexity dampen incentives for innovation? Presented at the AOM Meetings, Honolulu, 2005.

Does the architecture of complexity affect imitation efforts in complex worlds? Presented at the AOM Meetings, New Orleans, 2004.

Do financial markets price firm R&D strategies? Presented at the AOM Meetings, New Orleans, 2004.

Initiating research cross-overs: One topic (modularity), multiple research perspectives, Organizing panel for Professional Development Workshop at the AOM Meetings, Seattle, 2003

The impact of R&D scope on firm productivity in systemic industries, Presented at the AOM Meetings, Seattle, Aug 2003

An evolutionary perspective on modularity and the emergence of dominant designs, Presented at the AOM Meetings, Seattle, Aug 2003

Is architectural change always disruptive to the performance of incumbent firms, Presented at the AOM Meetings, Seattle, Aug 2003

An evolutionary perspective on modularity, Presented at the Utah-BYU Winter Strategy Conference, Salt Lake City, Mar 2003

Returns to R&D Scope in Systemic Industries, Presented at the SMJ Special Issue Conference on the Global Acquisition and Leveraging of Technological Competencies, Pittsburgh, Oct 2002

Modularity and innovation in complex systems, Presented at the AOM Meetings, Denver, Aug 2002

Exploration and exploitation on shifting landscapes, Presented at the AOM Meetings, Denver, Aug 2002

Where do modules come? Emergence of architecture in complex systems, Presented at the Conference on Computational Modeling in the Social Sciences, Lake Arrowhead, University of California at Los Angeles, May 2002

An empirical study of alliance value creation in e-businesses, Presented at the SMS Meetings, San Francisco, Oct 2001

The Indian Software Industry: Evolution and competitive advantage, Panel symposium, SMS Meetings in San Francisco, Oct. 2001

Variation in systemic technologies: Some evidence from the personal computer technological system, Presented at the AOM meetings, Washington DC, Aug. 2001

Innovation in systemic products: Implications for incumbent versus new entrant advantages, Presented at the AOM meetings, Washington DC, Aug. 2001

An empirical study of alliance value creation in e-businesses, Presented at the AOM meetings, Washington DC, Aug. 2001

Innovation in systemic technologies and products, Presented at the 8th Annual CCC Conference, Duke University, Apr. 2001

E-business models: Value creation & competitive advantage, Presented at the SMS meetings, Vancouver, Oct. 2000

Dynamic capabilities and Schumpeterian rents: A postscript to the resource-based view, Presented at the AOM meetings, Toronto, Aug. 2000

INVITED SEMINARS

Who gains and who loses following a positive demand shock?

London Business School, 2012

University of Illinois Urbana-Champaign, 2011

University of Southern Denmark, 2011

INSEAD, 2011

NUS Business School, 2011

When and why are reliable organizations favored?

INSEAD, 2012

London Business School, 2011

Is there a lemons problem in the market for scientists?

London Business School, 2009

Performance effects of imitative entry

Harvard Business School, 2007

Fuqua School, Duke University, Durham, 2006

Kenan-Flagler School, University of North Carolina, 2006

The dual role of modularity: Innovation and imitation

Olin School, Washington University, St. Louis, 2004

Where do modules come from?

Hosmer Lunch, Michigan Business School, 2003

School of Information, University of Michigan, 2003

Where do capabilities come from?

Center for South Asian Studies, University of Michigan, 2003

Allocation of inventive effort in complex product systems

Marshall School of Business, University of Southern California, 2002

Strategy Group, Harvard Business School, Harvard University, 2002

Sloan School of Management, Massachusetts Institute of Technology, 2002

University of Michigan Business School, University of Michigan, 2002

Strategy and Information Management, London Business School, 2002

Graduate School of Industrial Administration, Carnegie Mellon University, 2002

Stern School of Business, New York University, 2002

School of Business, Boston University, 2001

Strategic Management and Organization, University of Minnesota, 2001

TEACHING

Strategy Core Course (STRATEGY 502) – Day MBA Core (Redesigned the course in 2007)

- 2007 – 2009, 2011

Strategy in technology-intensive industries (STRATEGY 676) – Developed a new MBA Elective

- 2003 – 2005

Multidisciplinary Action Projects (MAP) – MBA Core

- 2005 – 2007

Seminar in strategy (STRATEGY 898) – PhD Core class (Redesigned the course in 2004)

- 2004 – 2010

Empirical research methods (BA 850) – PhD Methods class (Redesigned the course in 2011)

- 2011-

Strategy core course (STRATEGY 390) – Undergraduate Core

- 2003 – 2004

SERVICE

PHD ADVISING

Dissertation Committee Member

- Narayan Ramasubbu - 2005 (Singapore Management University)
- Francisco Polidoro – 2006 (Univ of Texas at Austin)
- Yue Maggie Zhou – 2009 (Univ of Maryland)
- Vivek Tandon – 2011 (National University of Singapore)
- Joydeep Chatterjee – 2011 (University of Washington)

Dissertation Advisor

- Na-Eun Cho (In progress)
- Pranav Garg (In progress)

UNIVERSITY

- Faculty advisor for the MBA Healthcare and Life Sciences Club
- Moderator for the Student run Asian Business Conference, University of Michigan
- Faculty Advisor for Technology Forum conference, Ross MBA event
- Moderator at the Globalization Conference (Practitioner-oriented), William Davidson Institute
- Presented at the Annual MBA West Coast Alumni event in Los Angeles

PROFESSIONAL ACTIVITIES

PROFESSIONAL MEMBERSHIPS

Academy of Management, INFORMS, Strategic Management Society

JOURNAL SERVICE

Associate Editor, Management Science, 2010-present

Editorial Boards

Administrative Science Quarterly, 2008-present
Organization Science, 2007-present
Strategic Management Journal, 2009-present