

# Anita M. McGahan

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## ACADEMIC APPOINTMENTS

	ROTMAN SCHOOL OF MANAGEMENT,	TORONTO, ON
	UNIVERSITY OF TORONTO	
2010-present	Associate Dean, Research. Director of the PhD Program. Senior Management Group Cross appointed to the faculty of the Munk School of Global Affairs Senior Fellow, Massey College The Associate Dean, Research (ADR), is responsible for maintaining a productive, active, and impactful research climate in the School. The ADR oversees the School's research centers and labs, the Business Information Center, and the Rotman PhD Program. The ADR coordinates the administration of centre reviews, oversees research awards, and sets, in cooperation with the Vice-Dean, Academic, priorities for research initiatives. Working with the Associate Dean, Faculty, and the Manager, Research Development, the ADR coordinates the pursuit of financial support for faculty research. The ADR represents the Rotman School in the University community on matters related to research and seeks to promote understanding of the School's research accomplishments in the business and academic communities. In addition, the ADR is a member of the Senior Management Group and contributes to the School's general management.	
2012-present	Executive Board of the Institute for Global Health Equity and Innovation Steering Committee of the Centre for Urban Science and Progress Committee on the Future of Medical Academics	
2011-present	Awards and Honors Committee	
2010-present	Research Advisory Board	
2008-present	Rotman Chair in Management. Course head, core strategy through 2011. Recruiting committee, 2008-2009. Promotion and tenure committees. Teaching awards. Advisory Committee for the Appointment of Dean, 2010 and 2012-2013. University of Toronto Press Advisory Board	
2009-2010	Chair of the Centres & Research Committee	
2008-2010	Fellow, AIC Center for Corporate Citizenship	
2007-present	Professor of Strategic Management. Service on several School committees. Affiliated with the Centre for Health Sector Strategy. Visiting Professor during the Fall of 2006	
	HARVARD GRADUATE SCHOOL	BOSTON, MA
	OF BUSINESS ADMINISTRATION	
	Taught in the doctoral program, the executive education program, and the required and elective curriculum of the M.B.A. program. Principal teaching assignments in competition and strategy. Developed course material for the required survey course on strategy and the specialized elective course on business-unit strategy. Created new elective entitled "Strategy and Business Performance," which covered the achievement and sustainability of competitive advantage and models of industry evolution. Taught business history and ethics	
2002-present	Senior Institute Associate, Institute for Strategy and Competitiveness	
2001-2002	Fellow, Institute for Strategy and Competitiveness	
1996-2000	Associate Professor, Competition & Strategy	

1991-1996	Assistant Professor, Competition & Strategy	
1990-1991	Dean's Fellow	
	BOSTON UNIVERSITY	BOSTON, MA
2013-2014	Visiting Professor	
2004-2007	Inaugural Everett Lord Distinguished Faculty Scholar	
2000-2007	Professor, Strategy & Policy. Developed and chaired new required capstone core course in the MBA program called "Competition, Innovation and Strategy." Developed new elective courses entitled "Government, Society and International Entrepreneurship" and "How Industries Evolve," both of which were rated by students at 4.9 on a 5-point scale from the outset. Elected "Professor of the Year." Elected by colleagues to the faculty policy committee for the School of Management. Selected by the incoming President of the University to serve on his advisory council. Advised minority and foreign students in the Humphrey Fellows Program	
2002-2004	Chairman, Strategy & Policy. Managed 42-member faculty group. Served on the School's Operating Committee. Worked with colleagues to establish an MBA concentration in Strategy	
2004	Executive MBA Program, Module 2 Coordinator and core faculty member	
	HARVARD UNIVERSITY	
2012	Instructor in course on global health offered to Harvard undergraduates on site at the Great Lakes University of Kenya in Kisumu	
	HARVARD MEDICAL SCHOOL	BOSTON, MA
2008-2009	Visiting Professor, Division of Social Medicine and Health Inequalities	
	LONDON BUSINESS SCHOOL	LONDON, UK
2007	Visiting Professor, Strategic Management and International Business, Winter/Spring	
	AUSTRALIAN GRADUATE SCHOOL OF MANAGEMENT	SYDNEY, AU
2005	Visiting Professor, Strategy, Spring	
	STANFORD GRADUATE SCHOOL OF BUSINESS	PALO ALTO, CA
1996-1997	Visiting Scholar, Strategy	

**BOARD AND ADVISORY RESPONSIBILITIES**

2014-present	MACARTHUR RESEARCH NETWORK ON OPENING GOVERNANCE Faculty member	NEW YORK, NY
2013-present	ACADEMY OF MANAGEMENT Elected by 18,000+ international members into the governance rotation leading to the Presidency, and to a five-year term on the Board of Governors Vice President Elect (2013-2014) Vice President (2014-2015) President Elect (2015-2016) President (2016-2017) Past President (2017-2018) Career Distinguished Educator, 2012. Irwin Distinguished Educator, 2010. Terry Award Selection Chair, 2010. Terry Award Selection Committee, 2009.	NEW YORK, NY

Elected positions in Academy of Management, Business Policy & Strategy Division:  
 Past Division Chair, 2007-2008; Division Chair, 2006-2007; Division Chair-Elect,  
 2005-2006; Program Chair, 2004-2005; Assistant Program Chair, 2003-2004; Executive  
 Committee, 2000-2002; Research Committee, 1999-2000.

2013-present	CCC DOCTORAL CONSORTIUM Advisory Board.	
2010-present 2007-2010	MASSACHUSETTS GENERAL HOSPITAL Chief Economist, Division of Global Health and Human Rights Senior Economist, Division of Global Health and Human Rights	BOSTON, MA
2011-present	GRAND CHALLENGES CANADA Scientific Advisory Board. Investment Subcommittee. Point-of-Care Diagnostics Subcommittee. Grand Challenges Explorations Subcommittee	TORONTO, ON
2011-present	UJENZI TRUST Board member	BOSTON, MA
2005-present 2008-2014	DANISH RESEARCH INSTITUTE ON INDUSTRIAL DYNAMICS (DRUID) Member of Scientific Board Chairman of the Scientific Board	COPENHAGEN, DK
2012-2014	SAVING LIVES AT BIRTH A joint initiative of USAid, the Norwegian Ministry of Foreign Affairs, the Gates Foundation, Grand Challenges Canada and UKAid. Review Board member	WASHINGTON, DC
2010-2013	IMPERIAL COLLEGE LONDON Innovation and Entrepreneurship Advisory Board	LONDON, UK
2012-2013	GOVERNMENT LAB PRE-NETWORK John D. and Catherine T. MacArthur Foundation and Knight Foundation initiative at the Wagner School, New York University	NEW YORK, NY
2010-2011	CANADIAN COUNSEL OF ACADEMIES Member of expert panel convened to assess Canada's Strategic Role in Global Health and to express a rationale for Canada to play a more significant role in global health leadership	TORONTO, ON
2006-2008	GLOBAL HEALTH INITIATIVE, BOSTON UNIVERSITY Steering Committee member	BOSTON, MA
2005-2006	PRESIDENT'S COUNCIL, BOSTON UNIVERSITY Member of a 14-member Faculty Council selected by the President of the University to consider various issues related to University strategy	BOSTON, MA
1994-2001	NEIGHBORHOOD and COMMUNITY ASSOCIATIONS Director and Board member of four neighborhood and community associations	

**EDUCATION**

- 1988-1990 HARVARD GRADUATE SCHOOL CAMBRIDGE, MA  
OF ARTS AND SCIENCES  
Ph.D. and M.A. in Business Economics (November 1990); achieved both degrees in two years. Dean's Doctoral Fellow. Dissertation entitled "Uncertainty About Demand and Imperfect Competition in New Markets." Special fields: industrial organization, competition and business strategy. Advisors: Carliss Baldwin, Richard E. Caves (chair), Pankaj Ghemawat
- 1984-1986 HARVARD GRADUATE SCHOOL BOSTON, MA  
OF BUSINESS ADMINISTRATION  
M.B.A. with high distinction. George F. Baker Scholar. First- and second-year honors. Elected officer of several student organizations
- 1978-1982 NORTHWESTERN UNIVERSITY EVANSTON, IL  
B.A. in Humanities, Phi Beta Kappa. Concentration in political and social thought. Senior thesis: "Distribution According to Merit: Aristotle's Distributive Justice and Modern Equal Opportunity." Advisor: Jane J. Mansbridge. Elected president of the Humanities College and Chairman of the Council of Presidents. Officer of several other student organizations. Teaching Assistant. American Management Associations Scholarship

**BUSINESS EXPERIENCE**

- 2012-present BOSTON TORONTO GROUP BOSTON, MA
- 2002-2012 THE FACULTY GROUP ARLINGTON, MA
- 2001-2002 DIGITAS CORPORATION BOSTON, MA  
2000 Advisor to senior leadership team  
Senior Vice President, Digital Strategy Group. Responsible for developing intellectual capital to fulfill Digitas' mission for designing and integrating Web strategy with core activities for the firm's Fortune 100 clients. Participated on the senior management team during the company's initial public offering. Continued as advisor after returning to full-time scholarship in Fall 2000
- 1991-2000 INDEPENDENT CONSULTING CAMBRIDGE & BOSTON, MA  
Advised several leading technology companies in testing new concepts of business strategy, particularly regarding industry evolution and new product development
- 1986-1988 MCKINSEY & COMPANY NEW YORK, NY  
Consultant in the Financial Institutions Group and member of the Strategy and Organizations practices. Assignments included evaluating opportunities for serving small businesses for a money center bank, reorganizing the finance and systems functions of a major regional bank, and studying a prospective acquisition in the consumer products industry
- 1983-1985 MORGAN STANLEY & CO., INC. NEW YORK, NY

Financial Analyst, Management Information Systems Department. Evaluated mainframe hardware and software investments. Managed several analysts on special project teams reporting to senior management

1982-1983 PRUDENTIAL REINSURANCE COMPANY NEWARK, NJ  
Corporate Modeling Analyst and Reinsurance Pricing Analyst, Actuarial Department. Designed, developed and maintained mathematical models for assessing clients' expansion plans. Researched workers' compensation legislation and recommended pricing on property and casualty lines

### *HONORS*

2014 Carol and Dan Burack Lecture, University of Vermont  
2014-present Senior Distinguished Research Fellow, Innovation Policy Lab,  
Munk School of Global Affairs, University of Toronto  
2013-present Senior Fellow, Global Cities Institute,  
John H. Daniels Faculty of Architecture, University of Toronto  
2013-present Executive Committee, Institute for Global Health Innovation and Equity  
Dalla Lana School of Public Health, University of Toronto  
2013, 2014 Aspen Institute Advisor on Faculty Pioneer Award  
2012 Elected Fellow of the Strategic Management Society  
2012 Career Distinguished Educator Award, Academy of Management  
2012-present External Examiner, London School of Economics  
2011 Monroe-Paine Lecturer, University of Missouri  
2011 Teaching Fellow, Rotman Teaching Effectiveness Centre  
2011 Excellence in Teaching Award, MBA Program, Rotman School of Management  
2011 Visiting International Fellow, Advanced Institute of Management (AIM)  
2010 Irwin Distinguished Educator Award, BPS Division, Academy of Management  
2010 Chair, Terry Award Committee, Academy of Management (best book award)  
2010 Excellence in Teaching Award, MBA Program, Rotman School of Management  
2009 Imperial College, AIM Fellow  
2009 University Hooder, Convocation, Honorary Degree to Michael E Porter, and Honorary  
Degree Conference presentations  
2009 Excellence in Teaching Award, MBA Program, Rotman School of Management  
2009 Member, Terry Award Committee, Academy of Management (best book award), one  
of 5 faculty members involved in selecting the best book of 2007/2008  
2008 Excellence in Teaching Award, MBA Program, Rotman School of Management  
2008 Distinguished Service Award, Academy of Management BPS Division  
2006 Graduation Speaker, Boston University (elected by Executive MBA students)  
2006 Professor of the Year, presented by MBA students, Boston University  
2004 Elliott W. Lord Distinguished Faculty Scholar, Inaugural Award  
2004 Professor of the Year, Inaugural Award, presented by students in the part-time MBA  
program (elected by students)  
2003 Graduation Speaker, Boston University (elected by students)  
2002 Hightower Distinguished Lecturer, Emory University, Atlanta GA  
2002 Beta Gamma Sigma: inducted by nomination into the national honorary society in  
business and management  
2002 Darwin Magazine: nominating committee for Darwin's Fittest 50 Awards on  
innovation in managing risk  
2001 CIO Magazine: one of 5 international experts on innovation

1986 George F. Baker Scholar, Harvard Graduate School of Business Administration  
 1982 Phi Beta Kappa, Northwestern University

#### GRANTS AND FELLOWSHIPS

2014-2017 MacArthur Research Network on Opening Governance. New York, NY.  
 One of 12 network faculty gathering evidence and designing new forms of governing,  
 \$5,000,000 for the network with \$120,000 subaward

2012-2015 Social Sciences and Humanities Research Council (SSHRC) Grant, Canada, "Business  
 formation and innovativeness in and from emerging markets," Principal Investigator,  
 \$425,850

2012- 2013 Center for Health Market Innovations, "Reported Outcomes, Strategy and Performance  
 Measurement: Analysis of the Center for Health Market Innovations Database," co-PI  
 with Onil Bhattacharyya, \$219,806

2011 Senior Fellow, Massey College, University of Toronto

2009, 2011 Imperial College, AIM Fellow and Visiting Faculty

2009-2012 SSHRC Grant, Canada, "Innovation in Pharmaceuticals Before and After  
 Implementation of Patent Protection," \$61,540

2008-2010 Appointed Fellow of the AIC Institute for Corporate Citizenship, Rotman School,  
 University of Toronto

2007-2008 Brookings Institute Grant administered by the Rockefeller Foundation, co-investigator  
 with Onil Bhattacharyya, principal investigator, "Better Understanding the Role of the  
 Private Sector in Health Systems: Challenges and Opportunities," \$149,863

2007-2008 Connaught Grant, Rotman School, University of Toronto, \$10,000

2006-2007 Boston University Everett Lord Fund Research Grants; \$20,000 (US)

2005-2006 Boston University BUILDE Research Grants, \$20,000 (US)

2004-2007 Boston University, Systems Research Center, Research Grants \$40,000 (US)

1989-1991 Dean's Doctoral Fellowship, Harvard Graduate School of Business Administration,  
 \$150,000 of which \$100,000 used due to early graduation (US)

#### EDITORIAL BOARD RESPONSIBILITIES

##### ACTIVE

- [1] *Academy of Management Discoveries*, Editorial Board, 2013-present
- [2] *Academy of Management Journal*, Editorial Board, 2013-present
- [3] *Academy of Management Perspectives*, Editorial Board, 2012-present
- [4] *European Management Review*, Editorial Board, 2009-present
- [5] *Research Policy*, Advisory Editor, 2010-present
- [6] *Stanford Social Innovation Review*, Academic advisory board, 2012-present
- [7] *Strategic Management Journal*, Editorial Board, 2001-present; Associate Editor, 2010-present
- [8] *Strategic Organization*, Founding Member, Editorial Board, 2001-present
- [9] *Strategy Science*, Editorial Board, 2014-present

##### COMPLETED

- [10] *Management Science*, Associate Editor, Business Strategy Division, 1995-2014
- [11] *Academy of Management Review*, Editorial Board, 2004-2014
- [12] *Global Strategy Journal*, Co-Editor with Tim Devinney and Maurizio Zollo, Special Issue on Global Stakeholder Strategy, 2013

- [13] *Strategic Entrepreneurship Journal*, Co-Editor with Jay Barney and Bennet Zelner, Special Issue on Entrepreneurship in the Public Interest, 2012
- [14] *Journal of Management Studies*, Co-Editor with Gerry George and Jaideep Prabhu, Special Issue on Organizational Innovation for Inclusive Growth, 2012
- [15] EGOS 2011, Co-organizer with Lourdes Sosa and Myrna Flores, track on "Innovation in Emerging Markets," 2011
- [16] *Advances in Strategic Management*, vol. 21, 2004, with Joel A.C. Baum
- [17] Section on the Impact of Porter's Competitive Strategy, *Academy of Management Executive*, (May 2002), with Nicholas Argyres
- [18] *International Journal of Strategic Change Management*, Consulting Editor, 2006-2009

#### **JOURNAL/REFEREED ARTICLES**

- [1] "Trans-national Scale-up of Services in Global Health," Ilan Shahin, Raman Sohal, John Ginther, Leigh Hayden, John A. MacDonald, Kathryn Mossman, Himanshu Parikh, Anita McGahan, Will Mitchell, and Onil Bhattacharyya, PLOS One (November 2014)
- [2] "The reorganization of legitimate violence: The contested terrain of the private military and security industry during the post-cold war era," Joel AC Baum and Anita M McGahan, Research in Organizational Behavior 33 (November 2013), pp. 3-37,  
<http://www.sciencedirect.com/science/article/pii/S0191308513000063>
- [3] "A Research Agenda for Global Stakeholder Strategy," Timothy Devinney, Anita M McGahan and Maurizio Zollo, Global Strategy Journal 3 :4(November 2013), pp. 325-37, doi: 10.1111/j.2042-5805.2013.01066.x
- [4] "An International Comparative Public Health Analysis of Sex Trafficking of Women and Girls in Eight Cities: Achieving a More Effective Health Sector Response," Wendy Macias Konstantopoulos, Roy Ahn, Elaine J. Alpert, Elizabeth Cafferty, Anita McGahan, Timothy P. Williams, Judith Palmer Castor, Nadya Wolferstan, and Thomas F. Burke, Journal of Urban Health (October 2013), doi:10.1007/s11524-013-9837-4
- [5] "Intellectual Property Protection and the Geography of Trade ," Mercedes Delgado, Margaret K. Kyle, and Anita M McGahan, Journal of Industrial Economics 61:3 (September 2013), pp. 733-762
- [6] "Entrepreneurship in the Public Interest: Introduction to the Special Issue," Anita M McGahan, Bennet A. Zelner and Jay B. Barney, Strategic Entrepreneurship Journal 7 (March 2013), pp. 1-5
- [7] "Capabilities and Strategic Entrepreneurship in Public Organizations," Peter Klein, Joseph T. Mahoney, Anita M McGahan, and Christos Pitelis, Strategic Entrepreneurship Journal 7 (March 2013), pp. 70-91
- [8] "Human Trafficking Educational Resources for Health Professionals: Review and Recommendations," Roy Ahn, Elaine J Alpert, Genevieve Purcell, Wendy Macias Konstantopoulos, Anita McGahan, Elizabeth Cafferty, Melody Eckardt, Kathryn Conn, Kate Cappetta, Thomas F Burke, American Journal of Preventive Medicine 44:3 (March 2013), pp. 283-289
- [9] "Global Divergence in Critical Income for Adult and Childhood Survival: Analyses of Mortality using Michaelis-Menten," Ryan J. Hum, Prabhat Jha, Anita M McGahan and Yu-Ling Cheng, eLife 1 (2012), pps. 1-17
- [10] "Investments in Pharmaceuticals Before and After TRIPS," Margaret K. Kyle and Anita M McGahan, Review of Economics and Statistics 94: 4 (November 2012), pp. 1157-1172

- [11] "Globalization of Health Innovation," Rahim Rezaie, Anita M McGahan, Abdallah Daar and Peter Singer, Nature Biotechnology 30:10 (October 2012), pp. 923-925
- [12] "Challenges of the Informal Economy for the Field of Management," Anita M. McGahan, Academy of Management Perspectives 26 (August 2012), pp. 12-21
- [13] "A Property Rights Approach for a Stakeholder Theory of the Firm," Peter Klein, Joseph T. Mahoney, Anita M McGahan and Christos Pitelis, Strategic Organization 10:3 (2012), pp. 304-315
- [14] "Innovation for Inclusive Growth: Towards a Theoretical Framework and a Research Agenda," Gerry George, Anita M McGahan and Jaideep Prabhu, Journal of Management Studies 49:4 (June 2012), pp. 661-683
- [15] "Emergence of Biopharmaceutical Innovators in China, India, Brazil, and South Africa as Global Competitors and Collaborators," Rahim Rezaie, Anita M. McGahan, Sarah E. Frew, Abdallah S. Daar, and Peter A. Singer Health Research Policy and Systems 10:18 (2012) available at <http://www.health-policy-systems.com/content/10/1/18>
- [16] "Sex Trafficking of Women and Girls in Metro Manila: Identifying Key Trafficking Determinants and Proposing a Local Health System Response," Timothy P Williams, Elaine J Alpert, Roy Ahn, Elizabeth Cafferty, Wendy Macias Konstantopoulos, Anita M McGahan, Nadya Wolferstan, Judith Palmer Castor and Thomas F Burke, Health and Human Rights 12:2 (2010), pp. 136-147 available at [www.hhrjournal.org](http://www.hhrjournal.org)
- [17] "Innovative Health Service Delivery Models in Low and Middle Income Countries – What can we learn from the private sector?," Onil Bhattacharyya, Anita M McGahan, Sara Khor, David Dunne, Abdallah Daar and Peter Singer, Health Research Policy and Systems 8:24 (2010) available at <http://www.health-policy-systems.com/content/8/1/24>
- [18] "Toward a Theory of Public Entrepreneurship," Peter G Klein, Joseph T Mahoney, Anita M McGahan, and Christos N Pitelis, European Management Review Vol. 7, No. 1 (Spring 2010), pp. 1-15 (lead article). WINNER, EMR 2010 BEST PAPER AWARD.
- [19] "'Sustainability' in Global Health," Alice Yang, Anita M McGahan, and Paul E. Farmer, Global Public Health Vol. 5, No. 2 (March 2010), pp. 129-135, reprinted in Munk Monitor (Spring 2013)
- [20] "Economic Valuations in Global Health," Anita M McGahan and Gerald Keusch, Global Public Health Vol. 5, No. 2 (March 2010), pp. 136-142
- [21] "How Much Does Home Country Matter to Corporate Profitability?," Anita M McGahan and Rogerio Victor, Journal of International Business Studies Vol 41, No. 1 (January 2010), pp. 142-165.
- [22] "The Development of Capabilities in New Firms," Asli Arikan and Anita M McGahan, Strategic Management Journal, Vol. 31, No. 1 (January 2010), pp. 1-18 (lead article).
- [23] "Business-Model Innovation, General Purpose Technologies, Specialization and Industry Change," Alfonso Gambardella and Anita M McGahan, Long-Range Planning 43 (2010, special issue on Business-Model Innovation guest-edited by Charles Baden-Fuller and Ian McMillan), pp. 262-271.
- [24] "The Interdependence of Private and Public Interests," Joseph T Mahoney, Anita M McGahan, and Christos Pitelis, Organization Science Vol. 20, No. 6 (November-December 2009), pp. 1034-1052, published online in *Articles in Advance*, pp. 1-19 (September 25) available at <http://orgsci.journal.informs.org/cgi/reprint/orgsci.1090.0472v1>



- [25] "Academic Research that Matters to Managers: On Zebras, Dogs, Lemmings, Hammers & Turnips," *Academy of Management Journal* 50 (August 2007), pp. 754-761, available at: <http://www.aom.pace.edu/amj/editorials/McGahan.2007.pdf>
- [26] "The Field of Strategic Management Within the Evolving Science of Strategic Organization," Joseph Mahoney and Anita M McGahan, *Strategic Organization* 5:1 (2007), pp. 79-99, available at [http://www.business.uiuc.edu/Working\\_Papers/Main.asp](http://www.business.uiuc.edu/Working_Papers/Main.asp)
- [27] "Profiting from Technological Innovation by Others: The Effect of Competitor Patenting on Firm Value," Anita M McGahan and Brian S. Silverman, *Research Policy* (2006), 35:8, pp. 1222-1242, available at: <http://ideas.repec.org/a/eee/respol/v35y2006i8p1222-1242.html>
- [28] "Industry Performance and Changes in Competitor Characteristics: Evidence on Isolationism versus Mutual Forbearance," chapter 19, *Advances in Strategic Management*, vol. 23 – *Ecology and Strategy* (Elsevier, 2006), edited by Stanislav D. Dobrev, Arjen van Witteloostuijn and Joel A.C. Baum, pp. 641-677, information at [http://www.rotman.utoronto.ca/~baum/v23\\_toc.html](http://www.rotman.utoronto.ca/~baum/v23_toc.html)
- [29] "The Choice Among Acquisitions, Alliances and Divestitures," Belen Villalonga and Anita M McGahan, *Strategic Management Journal* 26:13 (December 2005), pp. 1183-1208, available at: <http://www3.interscience.wiley.com/cgi-bin/jhome/2144>
- [30] "Comment on Ruefli and Wiggins," Anita M McGahan and Michael E. Porter, *Strategic Management Journal* 26:9 (September 2005), pp. 873-880, available at: <http://www3.interscience.wiley.com/cgi-bin/jissue/110573548>
- [31] "Context, Technology and Strategy: Forging New Perspectives on the Industry Life Cycle," *Advances in Strategic Management*, volume 21 (Elsevier 2004), pp. 1-21, Nicholas Argyres, Joel A.C. Baum and Anita M McGahan, information at: [http://www.rotman.utoronto.ca/~baum/v21\\_toc.html](http://www.rotman.utoronto.ca/~baum/v21_toc.html)
- [32] "How Industries Change," *Harvard Business Review* (October 2004), pp. 98-106, Product R0410E, available at: [http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item\\_detail.jhtml?id=R0410E](http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.jhtml?id=R0410E)
- [33] "The Emergence and Sustainability of Abnormal Profits," Anita M McGahan and Michael E. Porter, *Strategic Organization* 1:1 (February 2003), pp. 79-108, available at: <http://www.sagepub.co.uk/PDF/JOURNALS/FULLTEXT/a031219.pdf>
- [34] "What Do We Know About Variance in Accounting Profitability?," Anita M McGahan and Michael E. Porter, *Management Science* 48:7 (July 2002), pp. 834-851, available at: <http://www.extenza-eps.com/extenza/contentviewing/viewJournalIssueTOC.do?issueId=812>
- [35] "Turnarounds," Jeffrey L. Furman and Anita M McGahan, *Managerial and Decision Economics* 23:4-5 (June-August 2002), pp. 283-300, available at: <http://www3.interscience.wiley.com/cgi-bin/jissue/94515946>
- [36] "Michael Porter on Competitive Strategy," Nicholas Argyres and Anita M McGahan, *Academy of Management Executive* 16:1 (May 2002), pp. 41-53, available at: <http://www.aom.pace.edu/ame/>
- [37] "How Does Innovative Activity Change as Industries Mature?," Anita M McGahan and Brian S. Silverman, *International Journal of Industrial Organization* 19:7 (July 2001), pp. 1141-1160 available at: [doi:10.1016/S0167-7187\(01\)00067-4](https://doi.org/10.1016/S0167-7187(01)00067-4)
- [38] "How Industries Evolve," *Business Strategy Review* 2000:3 (Autumn 2000), pp. 1-16 available at: <http://www.london.edu/bsr/>

- [39] "The Performance of U.S. Corporations: 1981-1994," Journal of Industrial Economics 47:4 (December, 1999), pp. 373-398 available at: <http://www.essex.ac.uk/jindec/>
- [40] "Competition, Strategy, and Business Performance: 1981-1997," California Management Review 41:3 (Spring 1999), pp. 74-101 available at: <http://www.haas.berkeley.edu/News/cmr/index.html>
- [41] "The Persistence of Shocks to Profitability," Anita M McGahan and Michael E. Porter, Review of Economics and Statistics 81:1 (February 1999), pp. 143-153 available at: <http://mitpress.mit.edu/catalog/item/default.asp?sid=A5424B2D-AC91-41E8-899E-C96A7E0D5053&ttype=6&tid=5898>
- [42] "Order Backlogs and Strategic Pricing: The Case of the U.S. Large Turbine Generator Industry," Pankaj Ghemawat and Anita M McGahan, Strategic Management Journal 19:3 (March 1998), pp. 255-268 available at: <http://www3.interscience.wiley.com/cgi-bin/fulltext/2178/PDFSTART>
- [43] "How Much Does Industry Matter, Really?," Anita M McGahan and Michael E. Porter, Strategic Management Journal 18:S1 (July 1997), pp. 15-30, available at: <http://www3.interscience.wiley.com/cgi-bin/fulltext/7966/PDFSTART>
- [44] "Creating Value and Setting Standards: The Lessons of Consumer Electronics for Personal Digital Assistants," Anita M McGahan, David B. Yoffie and Les Vadasz, in Competing in the Age of Digital Convergence (1996) pp. 227-264, available at: [http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml&requestid=24104](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml&requestid=24104)
- [45] "Cooperation in Prices and Capacities: Trade Associations in Brewing After Repeal," Journal of Law and Economics 38:2 (October 1995) pp. 521-59
- [46] "Competition to Retain Customers," Pankaj Ghemawat and AM McGahan, Marketing Science 13:2 (Spring 1994), pp. 165-176
- [47] "The Incentive Not to Invest: Capacity Commitments in the Compact Disc Introduction," in Research on Technological Innovation, Management and Policy, vol. 5, edited by Richard S. Rosenbloom and Robert A. Burgelman (Greenwich, CT: JAI Press, 1994), pp. 177-197
- [48] "Focus on Pharmaceuticals: Industry Structure and Competitive Advantage," Harvard Business Review (November-December 1994), pp. 115-124 Available through: [http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=94606](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=94606)
- [49] "The Effect of Incomplete Information About Demand on Preemption," International Journal of Industrial Organization 11:3 (September 1993), pp. 327-346 available at: [doi:10.1016/0167-7187\(93\)90013-3](https://doi.org/10.1016/0167-7187(93)90013-3)
- [50] "The Emergence of the National Brewing Oligopoly: Competition in the American Market, 1933-1958," Business History Review 65:2 (Summer 1991), pp. 229-84 available through: <http://www.hbs.edu/bhr/archives/abstracts/vol65.html#2>

## BOOKS

Ahn R, Burke TF, McGahan A (Editors). *Innovations, Urbanization and Global Health*, Springer, New York. In press, publication in January 2015.

McGahan, AM (2004), *How Industries Evolve: Principles for Achieving and Sustaining Superior Performance*, Harvard Business School Press, available through: <http://www.amazon.com/exec/obidos/tg/detail/-/1578518407/>

Baum JAC, McGahan AM, *Business Strategy Over the Industry Life Cycle*, Advances in Strategic Management, vol. 21, JAI Press (2004) available through:  
<http://www.amazon.com/exec/obidos/tg/detail/-/0762311355/>

#### OTHER PUBLICATIONS

- [1] "The Power of Coordinated Organization Design: New Governance Structures for a World of Wicked Problems," Rotman Magazine (Fall 2014)
- [2] "Unlocking the Big Promise of Big Data," Rotman Magazine (Fall 2013)
- [3] "The Future of Health Care Access," John A. MacDonald, Will Mitchell, John Ginther, Leigh Hayden, Kathryn Mossman, Himanshu Parikh, Ilan Shahin, Raman Sohal, Anita McGahan, Onil Bhattacharyya, Stanford Social Innovation Review (Fall 2013), pp. 48-54
- [4] "The Fight Against Human Trafficking," Roy Ahn, Anita M McGahan, Wendy Macias Konstantopoulos, Hannah Harp, Elaine Alpert, & Thomas F. Burke, Stanford Social Innovation Review (Summer 2013), pp. 17-18, available online at [http://www.ssireview.org/articles/entry/the\\_fight\\_against\\_human\\_trafficking](http://www.ssireview.org/articles/entry/the_fight_against_human_trafficking)
- [5] "Embedded Innovation in Health," Anita M McGahan, Rahim Rezaie and Donald C. Cole, *Innovating for the Global South: Towards an Inclusive Innovation Agenda*, eds. Dilip Soman, Janice Stein and Joseph Wong (Toronto: University of Toronto Press, 2013)
- [6] "Inclusive Innovation," Will Mitchell and Anita M McGahan, *Innovating for the Global South: Towards an Inclusive Innovation Agenda*, Conclusion, eds. Dilip Soman, Janice Stein and Joseph Wong (Toronto: University of Toronto Press, 2013)
- [7] "Performance measurement," Palgrave Encyclopedia of Strategic Management, eds. David Teece, Mie Auger; vol. ed. Alfonso Gambardella (forthcoming)
- [8] "Strategy in the public interest," Peter G. Klein and Anita M. McGahan, Palgrave Encyclopedia of Strategic Management, eds. David Teece, Mie Auger; vol. ed. William Mitchell (forthcoming)
- [9] "Sex Trafficking, Health Care, and the Health System in Mumbai and Kolkata," Timothy P. Williams, Elaine Alpert, MD, Roy Ahn, Elizabeth Cafferty, Anita McGahan, Wendy Macias Konstantopoulos, Judith Castor Palmer, Nadya Wolferstan, Genevieve Purcell, Thomas F. Burke, *Human Trafficking: The Stakeholders' Perspective*, ed. Veerendra Mishra (New Delhi: Sage, forthcoming May 2013)
- [10] "Paradoxes of Innovation in Health and their Resolution in Embedded Innovation," Munk Monitor 2 (Fall 2012), pp. 14-17.
- [11] "The New Agenda for Business Schools: Creating Problem Solvers for the World," Rotman Magazine (Spring 2012), pp. 21-27.
- [12] "Sex Trafficking, Health Care, and the Health System in Mumbai and Kolkata," by Timothy P. Williams, Elaine Alpert, Roy Ahn, Elizabeth Cafferty, Anita McGahan, Wendy Macias Konstantopoulos, Judith Castor Palmer, Nadya Wolferstan, Genevieve Purcell, and Thomas F. Burke," *Human Trafficking*, ed. Veerendra Mishra, ed. (Sage, forthcoming)
- [13] "Innovative Health Service Models for the World's Poor," with Onil Bhattacharyya, Peter Singer, Abdallah Daar, Sara Khor and David Dunne, Rotman Magazine (Fall 2011)
- [14] "An Agenda for Business Schools," *Strategic Management Society Competitive Strategy* newsletter (Spring 2011)

- [15] "Hidden Business and Open Secrets: How Human Trafficking is Managed and What You Can Do About It," with Roy Ahn, Elizabeth Cafferty, Wendy Macias Konstantopoulos, Tim Williams, Nadya Wolferstan, Judith Palmer Castor, Elaine Alpert, and Thomas Burke, Rotman Magazine (Fall 2010)
- [16] "Sex Trafficking of Women and Girls in Eight Metropolitan Areas Around the World: Case Studies Viewed Through a Public Health Lens," MGH Division of Global Health and Human Rights (Roy Ahn, Elaine Alpert, Thomas Burke, Elizabeth Cafferty, Judith Palmer Castor, Wendy Macias-Konstantopoulos, Anita McGahan, Nadya Wolferstan and Timothy Williams), Report for Humanity United (October 23, 2009).
- [17] "The End of Oil," Rotman Magazine (2008).
- [18] "Industry and Firm Effects on Performance," for the Ingonish Strategy Reader project coordinated by Joanne Oxley, Jan Rivkin, Michael Ryall and Olav Sorenson (February 2009)
- [19] "New Problems in Strategy," *Sage Handbook of the New and Emerging in Management and Organization* (Sage, 2006), David Barry and Hans Hansen, co-editors
- [20] "How Do Firms Change in the Face of Constraints to Change: An Agenda for Research on Strategic Organization," Strategic Organization 1:2 (April 2003), pp, 231-9, with Will Mitchell
- [21] "When Adopting New Technologies, Be Careful Not to Move too Slow or too Fast," CIO Magazine (August 15, 2001) available at: <http://www.cio.com/archive/081501/change.html>

#### WORKING PAPERS

- [1] "Scaling Up Primary Care in Global Health by Using Strategic Management Skills," Leigh Hayden, David Leung, Kathryn Mossman, Ilan Shahin, Raman Sohal, Jason Sukhram, Anita McGahan, Will Mitchell, Onil Bhattacharyya (November 2014), submitted
- [2] "How Do Firms and Markets Co-Develop? Exploring the Role of Incubators in Emerging Market Economics," Nilanjana Dutt, Olga V. Hawn, Elena Vidal, Aaron Chatterji, Anita M McGahan, and Will Mitchell (May 2012), conditionally accepted, *Academy of Management Journal*
- [3] "How Much Does Industry Matter to Firm Performance in Emerging Economies," Francisco Diaz Hermelo, Hernan Etienneot, Anita M McGahan and Roberto Vassolo (May 2014), submitted, *Reject & Resubmit*, *Strategic Management Journal*
- [4] "Outsourcing War: Private Military Companies and Command-and-Control Capabilities after the Cold War," Joel A.C. Baum and Anita M McGahan (October 2010), submitted, *R&R*, *Strategic Management Journal*
- [5] "Collaborating to Manage Performance Trade-offs: How Fire Departments Preserve Life and Save Property," Jay Horwitz and Anita M McGahan, submitted
- [6] "Trading-off on Multiple Outcomes: The Consequences of Formalizing Alliances on Project Performance," Jay Horwitz and Anita M McGahan, submitted, *Reject and Resubmit*, *Strategic Management Journal*

- [7] "Strategy and the Libecap Paradox: Efficiency and Co-Adaptation of Organizations and Institutions," Peter Klein, Joseph Mahoney, Anita M McGahan, and Christos Pitelis, submitted, R&R, Academy of Management Review
- [8] "Business Incubators and Voids in Market-Based Institutions: The Role of Open System Intermediaries," Nilanjana Dutt, Olga Hawn, Elena Vidal, Gregory Distelhorst, Aaron Chatterji, Anita M McGahan, Will Mitchell
- [9] "Reasoned Observation of Human Trafficking: Implications for Management Scholarship," Roy Ahn, Thomas F Burke, Anita M McGahan, submitted, R&R, Academy of Management Discoveries
- [10] "Globalization of Leading Edge Science: The Changing Landscape for Stem Cell and Other Regenerative Medicine Research," Keyvan Vakili, Rahim Rezaie, Abdallah Daar, Anita M McGahan, Will Mitchell, submitted, R&R, Academy of Management Discoveries
- [11] "The Failure of the Bush 2001 Restrictions on Human Embryonic Stem Cell Research," Keyvan Vakili, Rahim Rezaie, Abdallah Daar, Anita M McGahan, Will Mitchell, submitted, R&R, PLOS One
- [12] "Biopharmaceutical Innovation in China, India, Brazil and South Africa: Implications for the United States," Rahim Rezaie, Anita M McGahan, Sarah E Frew, Abdallah Daar and Peter Singer
- [13] "Biopharmaceutical Innovation in China, India and Brazil after TRIPS," Rahim Rezaie, Anita M McGahan, and David Wolfe
- [14] "Fiocruz: Public-Private Partnerships in Medicine," Sandro Cabral, Peter Klein, Sergio Lazzarini, and Anita M McGahan

#### *DEPARTMENTAL REVIEWS*

2012	Copenhagen Business School, CRUISE
2010	London Business School, Strategy and International Management
2010	New York University, Stern School, Management and Organizations
2010	Bocconi University, Department of Management
2007	Copenhagen Business School, IVS

#### *PUBLISHED REVIEWS*

on *The Terrorist's Dilemma* by Jacob N. Shapiro, Administrative Science Quarterly (December 2014)

Interview of Michael E. Porter on the 20<sup>th</sup> Anniversary of *Competitive Strategy* with Nicholas Argyres for the Academy of Management Executive (May 2002)

on Bandwagon Effects in High Technology Industries by Jeffrey H. Rohlfs, Academy of Management Review (May 2002)

on *Technology and Market Structure: Theory and History* by John Sutton, Journal of Economic Literature (September 2000), pp. 669-670

on "Early Warning of New Rivals," by Paul A. Geroski, Sloan Management Review (Spring 1999)

on *The Dynamics of the International Brewing Industry Since 1800*, edited by R.G. Wilson, T.R. Gourvish (London and New York: Routledge, 1998), in Business History Review (Autumn 1998), pp. 502-503

on *Managing Excess Capacity*, edited by Charles Baden-Fuller, in Academy of Management Review (January 1992), pp. 138-141

**REPORTS**

[1] Bhattacharyya O, McGahan A, Mitchell W, Sohal R, Ginther J, Parikh H, Hayden L. Reported Outcomes, Strategy and Performance Measurement: Analysis of the Centre for Health Market Innovations Database. Center for Health Market Innovations. 2012 February 28.

[2] Bhattacharyya O, McGahan A, Mitchell W, Mossman K, MacDonald JA, Shahin I, Hayden L, Parikh H, Sohal R, Ginther J. Comprehensiveness of Program Reporting in the CHMI Dataset. Center for Health Market Innovations. 2012 April 30.

[3] Bhattacharyya O, McGahan A, Mitchell W, Mossman K, Sohal R, Ginther J, Cha J, Bopardikar A, MacDonald JA, Hayden L, Parikh H, Shahin I. A Review of Best Practices in Performance Reporting: Developing a Broad Hierarchy of Performance Measures. Center for Health Market Innovations. 2012 July 15.

[4] Bhattacharyya O, McGahan A, Mitchell W, Mossman K, Sohal R, Ginther J, Cha J, Bopardikar A, MacDonald JA, Hayden L, Parikh H, Shahin I. Performance Measurement for Innovative Health Programs: Understanding Efficiency, Quality, and Scale. Center for Health Market Innovations. 2012 August 15.

[5] Bhattacharyya O, McGahan A, Mitchell W, Mossman K, Ginther J, Sohal R, Hayden L, MacDonald JA, Parikh H, Shahin I. Describing Practices of Innovative Health Care Programs in Low- and Middle-Income Countries. Center for Health Market Innovations. 2012 September 30.

[6] Bhattacharyya O, McGahan A, Mitchell W, Mossman K, Ginther J, Sohal R, Hayden L, MacDonald JA, Parikh H, Shahin I. Performance of Innovative Health Organizations Framework: Developing a Comprehensive, Credible, and Feasible Performance Measurement Framework for Health Organizations in Low- and Middle-Income Countries. Center for Health Market Innovations. 2012 December 7.

[7] Bhattacharyya O, McGahan A, Mitchell W, Mossman K, Hayden L, Ginther J, Sohal R, MacDonald JA, Parikh H, Shahin I. Health Window on Maternal, Newborn and Child Health (MNCH). Center for Health Market Innovations. 2013 January 7.

[8] Bhattacharyya O, McGahan A, Mitchell W, Mossman K, Leung D, Hayden L, Ginther J, Sohal R, Chatterjee A, MacDonald JA, Parikh H, Shahin I. Tuberculosis Health Window. Center for Health Market Innovations. 2013 February 1.

[9] Bhattacharyya O, McGahan A, Mitchell W, Mossman K, Hayden L, Ginther J, Sohal R, Chatterjee A, Leung D, MacDonald JA, Parikh H, Shahin I. Malaria Health Window. Center for Health Market Innovations. 2013 February 22.

[10] Onil Bhattacharyya, Anita M McGahan, Peter Singer and Abdullah Daar, "Innovative Health Service Delivery Models for Low and Middle Income Countries" (October 2008) Report for the Rockefeller Foundation

**INVITED OR REFEREED PRESENTATIONS: 1997-PRESENT**

Academy of Management meetings (26)

3<sup>rd</sup> AOM Entrepreneurship Exemplars Conference

Atlanta Competitive Advantage Conference (5)  
Australian Graduate School of Management, Sydney AU (2)  
Bocconi, Milan, Italy (4)  
Boston College  
Boston University (7)  
Brigham Young University, Provo, UT  
Brigham Young/University of Utah Conference, Salt Lake City UT (3)  
Boston University School of Law  
Cambridge University, Cambridge UK (2)  
Columbia University, New York NY (3)  
CCC, Kansas City, MO  
Copenhagen Business School, Denmark (2)  
Cornell University, Ithaca NY (3)  
Credit Suisse First Boston Investor Conference, Newport RI  
Dartmouth, Tuck School (3)  
DRUID, Copenhagen, Denmark (11)  
Duke University (2)  
Emory University, Atlanta GA (3)  
EPPP, Paris, France (1)  
Georgia Institute of Technology, Atlanta GA  
Georgetown University, Washington DC (2)  
Global Health and Innovation Conference, New Haven, CT (2)  
Gordon Institute of Business, Johannesburg SA (2)  
Harvard Business School Press, Burning Issues Conference, Chatham MA  
Harvard Medical School, Boston MA (3)  
Harvard University, Boston and Cambridge MA (11)  
HEC Paris  
IESE, Barcelona, Spain (2)  
Imperial College, London, Tanaka Business School (3)  
IMT, Lucca, Italy (1)  
INSEAD, Fontainebleu, France  
Israel Strategy Conference  
London Business School Strategy Retreat, Bordeaux, France  
London Business School, London, England (7)  
Massachusetts Institute of Technology, Cambridge MA (3)  
Munk School of Global Affairs (3)  
National Academy of Sciences & Institute of Medicine, New York, NY  
New York University, New York NY (6)  
Northwestern University, Evanston IL  
Ohio State University, Columbus OH (2)  
Simon Frasier University (2)  
Stanford University, Palo Alto CA (2)  
Strategic Management Society (5)  
Strategy Research Forum (3)

Syracuse University  
 Tilburg University (2)  
 Toronto Symphony Orchestra, Young Leader's Council  
 University of British Columbia, Vancouver BC (2)  
 University of California, Berkeley CA (4)  
 University of California, Irvine, CA  
 University of Illinois, Champaign-Urbana IL (2)  
 University of Maryland, College Park MD (2)  
 University of Massachusetts, Amherst MA  
 University of Michigan, Ann Arbor MI (6)  
 University of Minnesota, Minneapolis MN  
 University of Missouri, Columbia (2)  
 University of Southern California, Los Angeles, CA (2)  
 University of Toronto, Toronto ON, Canada (6)  
 University of Vermont, Burlington VT (2)  
 University of Virginia, Charlottesville VA  
 Washington University, St. Louis MO (2)  
 West Coast Research Conference, Seattle, WA  
 Wharton School, University of Pennsylvania, Philadelphia PA (7)  
 Wharton Technology Strategy Conference (3)

#### ***PROFESSIONAL SERVICE***

*Aspen Institute*, advisor to Business & Society group on Faculty Pioneer Awards, 2013, 2014  
*Sloan Management Review*, Jury for Best Article Award, 2004  
 INFORMS Organization Theory Dissertation Competition, Judge, 2001-2007  
 CCC Nelson Prize Award Judge, 2001-2008  
 CCC Doctoral Consortium, Sponsor and Organizer, 2002  
 CCC Doctoral Consortium, Faculty Member, 1993-present  
 Elected by colleagues at Boston University School of Management to the school's central committee for faculty governance, 2005-2007  
 Academy of Management, Doctoral Consortium, Business Policy & Strategy, Faculty, 1998, 2001  
 Academy of Management, Mid-Career Consortium, Business Policy & Strategy, Co-Chair, 2002  
 Strategy Research Forum Organizing Committee, 2000

#### ***PRIMARY COMMITTEE ASSIGNMENTS***

***Rotman School of Management, University of Toronto***  
 Task force member, Gender Diversity Committee  
 Task force member, Values Taskforce  
 Provostial Assessor  
 Recruiting Committee

***Harvard Business School***  
 Judicial Review Board



Research Policy Committee  
Faculty Teaching Seminar Coordinating Committee  
Financial Aid Committee  
Leadership & Learning Continuous Improvement Committee  
Initiative on Social Enterprise Committee  
Competition & Strategy Faculty Recruiting Committee

***Boston University***

President's Council, 2005-2006  
Faculty Development Committee, 2005-2006  
Co-chair, Faculty Information Technology Services Task Force, 2002  
Co-chair, BU Institute on Leading in the Digital Economy (BUILDE), 2000-2003  
Humphrey Fellows Advisor, 2000-2002  
MBA Policy Development Committee, 2000-2002

***OTHER REFEREE RESPONSIBILITIES***

Business School Departmental review. National Science Foundation. The Business History Review; Interfaces; the International Economic Review; the International Journal of Industrial Organization; the Journal of Economic Behavior and Organization; the Journal of Economics and Management Strategy; the Journal of Financial Economics; the Journal of Industrial Economics; Organization Science; the Review of Economics and Statistics; Academy of Management meetings; American Marketing Association meetings.

***PROFESSIONAL ASSOCIATIONS***

Academy of Management  
American Economic Association  
Strategic Management Society

***DOCTORAL STUDENTS***

Michael Raynor, HBS '00  
Tatiana Manolova, BU '03  
Asli Arikan, OSU '04  
Manuela Hoehn-Weiss, BU '06  
Joseph LiPuma, BU '07  
Rogerio Victor, BU '08  
Jay Horwitz, University of Toronto (Rotman) '11  
Raffaele Conti, Bocconi '11  
Rahim Rezaie, University of Toronto (Institute of Medicine) '11, post-doc (Rotman/Munk), '12, '13  
Ken Simiyu, University of Toronto (Institute of Medicine) '11  
Ilze Kivleniece, HEC Paris, '12  
Keyvan Vakili, University of Toronto (Rotman), '13  
Ryan Hum, University of Toronto (Engineering), in process  
Kathy Moscou, University of Toronto (Pharmacy), in process

Zdenek Necas, INSEAD and University of Toronto (Rotman), in process

Carlos Inoue, University of Toronto (Rotman), in process

### ***COURSE DEVELOPMENT***

#### ***Industry Evolution***

“Driving Profitable Growth at US Auto Parts”, with Amit Bhatia and Mary Tripsas, HBS 812-032 (September 2011)

#### ***Healthcare***

“Health Insurance Access in Rwanda,” with Joseph Rhatigan, Julie Talbot, Erin Sullivan and Lucy Clarke, in process (March 2009, in development)

“Preparing Cases in Global Health Delivery” (April 15, 2008) with Andrew Ellner, Joseph Rhatigan, William Rodriguez and Rebecca Weintraub

“Organizations and Incentives in the Global Health Delivery Value Chain” (July 9, 2008) with William Rodriguez and Andrew Ellner

“Horizontal Health Systems” (May 31, 2008) with William Rodriguez

“Vertical Health Interventions” (July 9, 2008) with William Rodriguez

“Performance in Global Health Delivery” (July 9, 2008) with Andrew Ellner and William Rodriguez

#### ***Strategy and Business Performance overviews***

“Strategy and Business Performance, Course Overview: Note for Instructors,” HBS 5-798-075

“Strategy and Business Performance, Course Overview,” HBS 1-798-123

“Strategy and Business Performance, Module 1: Strategy Tradeoffs and Performance Goals, Note for Instructors,” HBS 5-798-080

“Strategy and Business Performance, Module 2: The Characteristics of Persistent Performance,” HBS 5-798-079

“Strategy and Business Performance, Module 3: Addressing the Erosion of Superior Performance,” HBS 5-799-069

“Strategy and Business Performance, Module 4: Improving from Inferior Performance,” HBS 5-799-070

“Strategy and Business Performance, Module 5: Industry Evolution and Business Performance,” HBS 5-799-071

#### ***Strategy and Business Performance, Module 1: Strategy Tradeoffs and Performance Goals***

“Building a Logic of Competition,” HBS 9-798-072

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=798072](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=798072)

“Building a Logic of Competition, Teaching Note,” HBS 5-798-073

“Selected Profitability Data on U.S. Industries and Companies,” HBS 9-792-066

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=792066](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=792066)

"Achieving and Sustaining Superior Performance," HBS 9-797-039

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=797039](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=797039)

"Health Resources and Technology," HBS 9-700-003 with Brian S. Silverman

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=700003](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=700003)

"Setting Strategic Goals," HBS 9-700-017

***Strategy and Business Performance, Module 2: The Characteristics of Persistent Performance***

"Sunrise Medical, Inc.'s Wheelchair Products," HBS 9-794-069

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=794069](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=794069)

"Sunrise Medical, Inc.'s Wheelchair Products," Video

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795515](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795515)

"Sunrise Medical, Inc.'s Wheelchair Products, Teaching Note," HBS 5-794-094

"Sunrise Medical in 1999," HBS 9-700-031

"Sunrise Medical in 1999, Teaching Note," HBS 5-700-032\*

"The U.S. Airline Industry in 1995," HBS 9-795-113, with Research Associate Julia Kou,

condensed and updated from "The U.S. Airline Industry: 1978-1988(A)," by Pankaj Ghemawat and R.A. Nancy Donoghue

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795113](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795113)

"The U.S. Airline Industry in 1995, Teaching Note," HBS 5-799-023

"Saturn: A Different Kind of Car Company," HBS 9-795-010, with Research Associate Greg Keller

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/includes/search/search\\_results.jhtml?requestid=44538&requestid=44555](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/includes/search/search_results.jhtml?requestid=44538&requestid=44555)

"Saturn: A Different Kind of Car Company, Teaching Note," HBS 5-795-050

"Saturn: A Different Kind of Car Company," CD-ROM, HBS 9-795-702, with Research Associate Greg Keller

"Saturn: A Different Kind of Car Company," Video, HBS 9-795-510, with Research Associate Greg Keller [http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795510](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795510)

"Saturn Corporation's Module II Decision," HBS 9-795-011, with Research Associate Greg Keller

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795011](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795011)

"Saturn Corporation's Module II Decision, Teaching Note," HBS 5-795-088

"Saturn Corporation in 1996," HBS 9-797-052, with Research Associate Suzanne Purdy

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=797052](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=797052)

"Saturn Corporation in 1998," HBS 9-799-021

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=799021](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=799021)

"Saturn Corporation in 1998, Teaching Note," HBS 5-799-022

"Anheuser-Busch and the U.S. Brewing Industry," HBS 9-799-026

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=799026](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=799026)

"Anheuser-Busch and the U.S. Brewing Industry, Teaching Note," HBS 9-799-027

"Anheuser-Busch in 1999," HBS 9-700-056

"Anheuser-Busch in 1999, Teaching Note," HBS 5-799-027\*

"The Cellular Telephone Industry in 1999," HBS 9-700-034

"The Cellular Telephone Industry in 1999, Teaching Note," HBS 5-700-035\*

***Strategy and Business Performance, Module 3: Addressing the Erosion of Superior Performance***

"The Baseball Strike," HBS 9-796-059, with Research Associates John F. McGuire and Julia Kou

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=796059](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=796059)

"The Baseball Strike," Video

"The Baseball Strike, Teaching Note," HBS 5-799-072

"Sustaining Superior Profits: Customer and Supplier Relationships," HBS 9-797-045

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=797045](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=797045)

"Note on Competitive Positioning," HBS 9-794-108

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=794108](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=794108)

"Coming Soon: A Theater Near You," HBS 9-797-011, with Research Associate Geoff Verter

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=797011](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=797011)

"Coming Soon: A Theater Near You, Teaching Note," HBS 5-799-073

"The Pharmaceutical Industry in the 1990s," HBS 9-796-058, with Research Associates Dale

O. Coxe, Greg Keller, and John F. McGuire

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=796058](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=796058)

"The Pharmaceutical Industry in the 1990s, Teaching Note," HBS 5-799-074

"Microsoft Corp.'s Pricing Policies," HBS 9-795-173

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795173](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795173)

"Microsoft Corp.'s Pricing Policies, Teaching Note," HBS 5-799-075

"Antitrust and Competitive Strategy in the 1990s," HBS 9-795-059, with Research Associate

Julia Kou, condensed and updated from "Antitrust and Competitive Strategy in the 1980s" by Douglas D. Anderson

"Antitrust and Competitive Strategy in the 1990s (condensed)," HBS 9-797-012

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=797012](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=797012)

"Strategic Countermoves: Coca-Cola vs. Pepsi," HBS 9-795-133

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=795133](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=795133)

"Strategic Countermoves: Coca-Cola vs. Pepsi, Teaching Note," HBS 5-799-076

"Competition Policy in the European Union in 1995," HBS 9-796-038, with Research

Associate Geoff Verter

[http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=796038](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=796038)

“Competition Policy in Japan in 1995,” HBS 9-796-039, with Research Associate Geoff Verter

*Strategy and Business Performance, Module 4: Improving from Inferior Performance*

“Improving from Inferior Performance,” HBS 9-799-057

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