

June 12, 2023

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DEGREES

D.B.A. 1979, Harvard University.
M.B.A. 1976, University of Texas at Austin.
B.A. 1972, Macalester College (St. Paul, Minnesota).

HONORS

2014, Best Reviewer Award, Corporate Strategy Interest Group, Strategic Management Society.
2000, Lifetime Achievement Award, presented by the Business Policy and Strategy Division of the Academy of Management.
1989 - present, selected as Fellow of the Academy of Management.
1987 - present, Schoenheimer Award for Research Excellence, Columbia University.
1983, Glueck Best Paper Award, Business Policy and Strategy Division, Academy of Management.
1979, General Electric Award for Outstanding Research in Strategic Management, Business Policy and Strategy Division, National Academy of Management.

CAREER PATH

1993 - present, Henry R. Kravis Professor of Business Leadership; 1987-1993, Full Professor; 1986-1987, Tenured Associate Professor; 1983-1986, Associate Professor; 1981-1983, Assistant Professor; 1995-1996, Academic Director, Chazen Institute; 1987-1993, Strategy Research Center; 1983-1997, Core Course Coordinator (B8001: Strategic Management of the Enterprise), Management Division, **Columbia University**.
1979-1981, Assistant Professor, Strategy group, **University of Texas** (Dallas).
1977-1979, Assistant Professor, Strategy group, **Babson College** (Massachusetts).

RESEARCH INTERESTS

Corporate strategy, turnaround strategies, technological (and other) synergies, industry restructuring, mature (and declining) businesses, strategic alliances, vertical integration and other diversifications, operating synergy and internal venturing, corporate growth paths, technology strategy, virtual firms and e-commerce strategies, strategic flexibility, international strategy, and competitive strategy.

TEACHING

Core strategy, corporate strategy, turnaround strategy, international strategy, competitive strategy, internet strategy, strategy implementation. Twenty (*plus*) years of teaching Executive MBAs in summer semesters (two sections).

STRATEGY ARTICLES IN PRINT

Scholarly Refereed Journals Relevant to Strategic Management and Technology Strategy (Reverse order):

2023. "Rise of the New Conglomerates," Strategic Management Review, (*Forthcoming*)
- 2023 (with Lalit Manral), "Geographic fragmentation and declining dominance: Yet another story of AT&T's decline in the post-divestiture era," Journal of Evolutionary Economics, <https://link.springer.com/article/10.1007/s00191-022-00807-1>
2022. "Endgame in the Internet Era," Strategic Management Review, (*Forthcoming*)
2022. "Issues Revisited from Rumelt's (1974) "Diversification, Strategy & Performance,"" Strategic Management Review. 3(2): (Special Issue in Honor of Richard Rumelt), 209-234. <http://dx.doi.org/10.1561/111.00000043>

2022. (with James P. Gorman), "Principles of Strategy: A Practice-Based View," Strategic Management Review, 3(1): 145-156. Transcript and Commentary from 2019 Conference on Corporate Renewal, hosted by Columbia Business School.
2021. (with Brian Wing) "Corporate Renewal and Turnaround of Troubled Businesses: The Private Equity Advantage." Strategic Management Review, (Special Issue on Corporate Renewal) 2(2): 363-390.
2021. "Retrospective on Corporate Renewal," Strategic Management Review, (Special Issue on Corporate Renewal) 2(2): 179-191.
2020. (with Yunzhe Fang) "The Financial Benefits of Persistently High Forward Citations" Journal of Technology Transfer, 45(2), 619-647.
2019. (with Yunzhe Fang) "Financial Implications of Technology Class Code Popularity and Usage," Scientometrics, 121(1): 25-51.
2019. (with M.C. DiGuardo and E. Marku) "M&A and Diversification Strategies: What Effect on Quality of Inventive Activity?" Journal of Management & Governance, 23(3): 669-692.
2019. (with J. Wu, S.H. Ang, & Z. Wu) "The Impact of Imitation Strategy and R&D Resources on Incremental and Radical Innovation: Evidence from Chinese Manufacturing Firms," Journal of Technology Transfer, 44(1): 210-230.
2019. (with Schmitt, A., Raub, S., and Schmid, S.) "Changing Tires on a Moving Car: The Role of Timing in Hospitality and Service Turnaround Processes," International Journal of Hospitality Management, 77: 549-561.
2018. (with Jie Wu) "Process Quality Management and Technological Innovation Revisited: A Contingency Perspective from an Emerging Market," Journal of Technology Transfer, 44(6): SI 1871-1890.
2018. (with Manral, L.) "The Logic of Demand-side Diversification: Evidence from the US Telecommunications Sector, 1990-1996," Journal of Business Research, 85: 127-141.
2018. (with Maria Chiara Di Guardo and Elona Marku), "Patent Value and Tobin's q Ratio in the Media-Services Industry," Journal of Technology Transfer, 43(1), 1-19.
2017. (with L. Manral) "Corporate Advantage in Customer-Centric Diversification," Journal of Strategic Marketing, 26(6): 498-519.
2017. (with Maria Chiara Di Guardo) "Sustainability of Patent-based Competitive Advantage in the Communications-Services Industry," Journal of Technology Transfer, 42(6), 1334-1361. DOI: 10.1007/s10961-016-9515-2.
2017. (with Maria Chiara Di Guardo and Bo Cowgill) "Multiplicative Innovation Synergies: Tests in Technological Acquisitions," Journal of Technology Transfer, 42(5): 1212-1233. DOI: 10.1007/s10961-016-9514-3).
2016. (with Maria Chiara Di Guardo, Elona Marku and Brian Velez) "Using Distance Measures to Operationalize Patent Originality," Technology Analysis and Strategic Management, 29(9): 988-1001. DOI 10.1080/09537325.2016.1260106.
2016. (with Maria Chiara Di Guardo) "Shaping the Path to Inventive Activity: The Role of Past Experience in R&D Alliances," Journal of Technology Transfer, 41(2): 250-269.
2016. (with Lalit Manral) The performance implications of demand-side diversification: evidence from the US telecommunications sector, 1990-1996. Journal of Strategic Marketing, 24(7): 551-577.
2015. (with Wei Yang) "Operating autonomy in Chinese-Foreign Joint Ventures," Asia Pacific Management Review, 20(4): 241-251.
2014. (with Riccobono, Francesca; Bruccoleri, Manfredi; and Perrone, Giovanni) "Do horizontal relationships matter to production and operations managers?" International Journal of Production Research, 52(16): 4731-4746.
2012. (with Maria Chiara Di Guardo) "Mapping Research on Strategic Alliances and Innovation: A Co-Citation Analysis," Journal of Technology Transfer, 37(6): 789-811.

1988. "Joint Ventures and Competitive Strategy," Strategic Management Journal, Vol. 9, No. 3, pp. 141-158.
1986. "Matching Vertical Integration Strategies to Competitive Conditions," Strategic Management Journal, Vol. 7, No. 6, 1986, pp. 535-555.
1985. "Strategies for Interfirm Transfers and Outside Sourcing," Academy of Management Journal, Vol. 28, No. 4, December, pp. 914-925.
1985. "Exit Barriers and Vertical Integration," Academy of Management Journal, Vol. 28, No. 3, pp. 686-697.
1985. "Vertical Integration and Corporate Strategy," Academy of Management Journal, Vol. 28, No. 2, pp. 397-425.
1984. "Formulating Vertical Integration Strategies," Academy of Management Review, Vol. 9, No. 4, pp. 638-652. Portions reproduced in (1) Robey, D. R., 1986, Designing Organizations, Homewood, IL: Richard D. Irwin; (2) Wheelen, T. L. and Hunger, J. D., 1986, Strategic Management and Business Policy, 2nd Edition, Addison-Wesley Co.; and (3) Jelinek, M., 1986, Organizations by Design, Dallas: Business Publications, Inc.
1985. "An Application of Clustering for Strategic Groups Analysis," Strategic Management Journal, Vol. 6, No. 1, pp. 55-73.
1983. Research Methodologies for Contingency Approaches to Business Strategy," Academy of Management Review, Vol. 8, No. 3, pp. 398-404.
1983. (with Michael E. Porter) "Endgame Strategies for Declining Industries," Harvard Business Review, Vol. 64, No. 4, pp. 111-120. Reprinted in The CFA Digest, Vol. 14, No. 1, Winter 1984, pp. 28-30. Reprinted in Harvard Business Review (eds.), Sunrise...Sunset: Challenging the Myth of Industrial Obsolescence. John Wiley & Sons, Inc., 1985; reprinted in Harvard Business Review (ed.), Strategic Planning Comes of Age, Boston: Harvard Business Review, 1986, No. 11014, pp. 105-114.
1982. "Exit Decisions in Mature Industries," Academy of Management Journal, Vol. 25, No. 4, pp. 707-732.
1981. "Barriers to Entry and Competitive Strategies," Strategic Management Journal, Vol. 2, No. 4, pp. 395-412.
1981. "Deterrents to Divestiture," Academy of Management Journal, Vol. 24, No. 2, pp. 306-323.
1981. "Numbers and Positions of Female Board Members: The Changing Fashion in Board Composition," Academy of Management Journal, Vol. 24, No. 3. Also published in condensation, The Executive Woman, New York, September 1980.
1980. "Strategy Formulation in Declining Industries," Academy of Management Review, Vol. 5, No. 4, pp. 509-604.
1980. "The Effect of Exit Barriers Upon Strategic Flexibility," Strategic Management Journal, Vol. 1, No. 2, pp. 165-176.

Invited Book Reviews on Strategy Topics Published in Scholarly Refereed Journals

2005. Book review of *Resource Allocation to Strategy* by Bower, J & Gilbert, C., Administrative Science Quarterly, October 2006.
1999. Book review of *Market Dominance: How Firms Gain, Hold, or Lose It and the Impact on Economic Performance* edited by David I. Rosenbaum in Business History Review, Vol. 73, No. 1, pp. 144-146.
1998. Book review of *Franchise Organizations* by Jeffrey Bradach, in Administrative Science Quarterly, Vol. 43, No. 4, pp. 963-966.
1996. Book review of Toshihiro Nishiguchi's *Strategic Industrial Sourcing: The Japanese Advantage*, in Academy of Management Review, Vol. 21, No. 1, pp. 286-301.
1993. Book review of John Stopford and Susan Strange's *Rival States, Rival Firms*, in Academy of Management Review, Vol. 18, No. 3, pp. 570-572. The book was winner of 1992 Terry Book Award. (Professor Harrigan was chair of awards committee).
1990. "Professionalism in Management Education: Is the Emperor Naked in the 1990s?" (A review of Porter and McKibbin's *Management Education and Development: Drift or Thrust into the 21st Century*), Academy of Management Review, Vol. 15, No. 4, pp. 696-698.

STRATEGY RESEARCH IN PROCESS

“Performance Differences in Digital Firms’ Use of Third-Party Linkages,” *Submitted for publication*, March 2023.

“Endgame Strategies for the Supply-Chain of Internal Combustion Engine (ICE) Vehicles,” with Michael Wagner, AlixPartners, April 2023.

“Turnarounds among Internet ‘Tech’ Firms Facing Declining Demand,” May 2023.

STRATEGY BOOKS IN PRINT

2003. Joint Ventures, Alliances and Corporate Strategy, Beard Group, Frederick, MD. *Originally published as Strategies for Joint Ventures*, D.C. Heath & Company, Lexington Books, Lexington, MA, 1985. Abstracted in Journal of Management Consulting, 1986, p. 630. Brazilian language version, 1991.

2003. Vertical Integration, Outsourcing and Corporate Strategy Beard Group, Frederick, MD. *Originally published as Strategies for Vertical Integration*, D.C. Heath & Company, Lexington Books, Lexington, MA, 1983. Reviewed in the Southern Economic Journal, October 1984, pp. 625-626 and in Business Book Review, Vol. 2, No. 2, pp. 80-91. Japanese language version translated by Mitsuya Saeki, published by Tuttle & Mori, Tokyo, 1984. (A paper based on the study won the 1983 Glueck Best Paper Award.)

2003. Declining Demand, Divestitures and Corporate Strategy, Beard Group, Frederick, MD. *Originally published as Strategies for Declining Businesses*, D.C. Heath & Company, Lexington Books, Lexington, MA, 1980. Abstracted in Journal of Economic Literature, Vol. 18, No. 4, December 1981, p. 1678. Reviewed in Vol. 19. (Won the 1979 General Electric Award.) Brazilian language version, 1992.

1988. Managing Maturing Businesses: Restructuring Declining Industries and Revitalizing Troubled Operations, D.C. Heath & Company, Lexington Books, Lexington MA. German language version published by Campus Verlag, Frankfurt, Germany. Japanese language version translated by Mitsuya Saeki, published by Asano & Co., Tokyo, Japan 1989. Swedish, Norwegian, and Danish language versions, 1990.

1986. Managing for Joint Venture Success, D.C. Heath & Company, Lexington Books, Lexington, MA. (Won the 1987 Schoenheimer Award.) Abstracted in Journal of Economic Literature, Vol. 24, No. 3, September 1987. Japanese language version translated by Mitsuya Saeki, published by Yuhikaku, Tokyo 1987. Italian language version published by Centro Studi d'Impresa, and distributed by Cedam Publishing, Padua, Italy, 1991. Chinese language version, 1992. Spanish language version published by Editorial Thesis S.A. Grupo Editorial Norma, Buenos Aires, Argentina, 1992.

1985. Strategic Flexibility: A Management Guide for Changing Times, D.C. Heath & Company, Lexington Books, Lexington, MA. Abstracted in Journal of Economic Literature, Vol. 23, No. 2, June 1986. Brazilian language version, 1990.

OTHER STRATEGY ARTICLES IN PRINT

Invited and Professional Publications

2020. (with Yunzhe Fang) “The Benefits of Persistence in Aspects of Patenting Strategy,” Global Journal of Management and Business Research, 20(15): <https://journalofbusiness.org/index.php/GJMBR/article/view/3238>

2019. “Performance Differences of Jointly-Owned Firms in the Electronics Sector,” in Contractor, F. and Reuer, J. (eds.) Frontiers of Alliance Research, London: Cambridge University Press.

2017. “Strategic Flexibility and Competitive Advantage,” In Hitt, M. (ed.) Oxford Research Encyclopedia of Business and Management, London: Oxford University Press.

2017. “Why Do Companies Need a Turnaround and Why Do They Wait So Long?” In van der Rest, J.P. & Adriaanse, J.A.A. (eds.) Turnaround Management and Bankruptcy: A Research Companion, London: Taylor & Francis.

2017. “Strategic Alliances as Agents of Competitive Change.” In Mesquita, L., Reuer, J., & Ragozino, R. (eds.) Collaborative Strategy: A Guide to Strategic Alliances. Elgar Book Series.

2014. "Comparing Corporate Governance Practices and Exit Decisions between US and Japanese Firms," Journal of Management and Governance, 18(4): 975-988. *It has been online since 2012 as 10.1007/s10997-012-9249-y.* (Originally presented to the 2008 Academy of Management Meetings). *Invited article.*
2013. "Overcoming Exit Barriers," In Teece, D. & Augier, M. (eds.) Encyclopedia of Strategic Management. Palgrave (UK). *Invited article.*
2013. "Mobility Barrier Permeability," In Teece, D. & Augier, M. (eds.) Encyclopedia of Strategic Management. Palgrave (UK). *Invited article.*
2013. "Michael E. Porter," In Teece, D. & Augier, M. (eds.) Encyclopedia of Strategic Management. Palgrave (UK). *Invited article.*
2009. (with Daniel Klier & Martin Welge) "The Changing Face of Private Equity: How Modern Private Equity Firms Manage Investment Portfolios," The Journal of Private Equity, 12(4): 7-13
2009. (with Robert Shaughnessy) "A Guide to Choosing Genuine Opportunities for Turnarounds," Strategy & Leadership, Emerald Press, 37(6): 39-43. SSRN #1951193.
2009. "Using Hybrid Research Methodologies For Testing Contingency Theories Of Strategy," In Bergh, D. & Ketchen, D. (Eds), Research Methodology in Strategy and Management, Volume 5. *Invited article.*
2006. "Strategic Partnering," Roundtable on Digital Strategies, Durham, NC, Published by Dartmouth University's Center for Digital Strategies, May 2006. *Invited article.*
2006. "What Ever Happened to Yesterday's Bright Ideas?" In Crainer, S. & Dearlove, D. (eds.), Conference Board and Financial Times. *Invited article.*
2002. "Virtual Firms and Cooperative Strategies in New Economy Industries," In Lorange, P. & Contractor, F. (eds.) Cooperative Strategies and Alliances: What We Know Fifteen Years Later, Amsterdam: Elsevier. *Invited article.*
2001. "Strategic Flexibility in the Old and New Economies," In Hitt, M.A., Freeman, R.E., & Harrison, J.S. (eds.) Handbook of Strategic Management, NY: Basil Blackwell. *Invited article.*
2001. (With R.L. Dewitt) "Leveraging Old Economy Fundamentals for the New World," In Pal, N. & Ray, J. (eds.) Pushing the Digital Frontier, AMACOM Online. . Selected as one of the Outstanding Academic Titles for 2001 by Choice (magazine of the Association of College and Research Libraries, American Library Association). *Published Conference Proceedings.*
1998. (With R.L. Dewitt and W.H. Newman) "Downsizing Strategically," In Ketchen, D. J., Jr. (ed.) Advances in Applied Business Strategy: "Turnaround Research: Past Accomplishment and Future Challenges," JAI Press. *Invited article.*
1995. *Invited Forward* for Richard A. Daveni's abridged paperback of Hypercompetition: Managing the Dynamics of Strategic Maneuvering, originally published 1994, Paperback entitled Hypercompetitive Rivalries: Competing in Highly Dynamic Environments, Free Press, 1995.
1993. "The Role of Intercompany Cooperation in Integrated Strategy," Symposium on Integral Strategy, at Indiana U.-Purdue U. Conference Center, Indianapolis, September 16-18, 1992; In Supplement of Advances in Strategic Management, 1993. *Invited article.*
1995. "Barriers to International Joint Ventures and Strategic Alliances," In B. Gray (editor), International Joint Venture Negotiations: Economic and Organizational Perspectives, Newell, MA: Kluwer Academic Publishers, 1995. Originally published as "Strategic Alliances: Making Inter-Firm Ventures Work," in K. Chatterjee and B. Gray (eds.), Proceedings: International Conference on Joint Ventures and Strategic Alliances, Colloquium sponsored by Center for Research in Conflict and Negotiation, Pennsylvania State University, April 6-8, 1992. *Invited article.*
1994. "The Role of Intercompany Cooperation in Integrated Strategy: Strategic Alliances and Partnering Arrangements," In Part VII of Advances in Strategic Management, Supplement 1, JAI Press, Greenwich, CT, pp. 217-232. *Invited article.*
1994. "A World-Class Company is One Whose Customers Cannot Be Won Away By Competitors: Internationalizing Strategic Management," Journal of Business Administration, Vol. 24, 1993-1994. Also published as Chapter

- 16 in Alan M. Rugman and W. T. Stanbury (eds.) Global Perspective: Internationalizing Management Education, Centre for International Business Studies, Faculty of Commerce and Business Administration, University of British Columbia, December 1992. Originally prepared for the Conference on Internationalizing Management Education at University of British Columbia, MacPhee Conference Centre, Vancouver, British Columbia, June 5-6, 1992. *Invited article.*
1994. "Management Concepts for Turnarounds: Creating and Nurturing Competencies," Technologie & Management, Verband Deutscher Wirtschaftsingenieure, Universitat Kaiserslautern, Kaiserslautern, Germany 1994. Originally "Concept of Strategic Management", keynote address, Verband Deutscher Wirtschaftsingenieure Conference on Management: Concepts for Turnaround Strategies (Prepared by Deitger Hahn of Justus Liebig University, Giessen, Germany), Berlin, Germany, November 18-19, 1993. *Invited article.*
1993. "Vertical Integration Strategies and Competitive Conditions: A Contingency Approach," Proceedings prepared for the Symposium sponsored jointly by the Business Policy and Business History Divisions at the National Academy of Management's annual meeting, Atlanta, August 1993. *Invited article.*
1993. "Research Concerning International Strategy Topics," International Strategy Colloquium at Indiana University Indianapolis Campus sponsored by Center for International Business Education and Research, May 14, 1993. Proceedings editors W. Harvey Hegarty, Indiana University and John Daniels of CIBER. *Published Conference Proceedings.*
1991. (with G. Dalmia) "Knowledge Workers: The Last Bastion of Competitive Advantage," Planning Review, Volume 19, Issue 6, pp. 4-7. *Invited article.*
1990. "Implementing Endgame Strategies for Declining Industries," In Baden-Fuller, C. (ed.), Managing Excess Capacity, London: Blackwell, 1990. Originally prepared for Proceedings: International Strategy Symposium on Excess Capacity, London Business School and Lazard Freres, December 11-13, 1986. *Invited article.*
1990. (with W. H. Newman) "Bases of Interorganization Co-Operation: Propensity, Power, Persistence," Journal of Management Studies, pp. 417-434.
1988. "Restructuring the Data Communications Industry Through Strategic Alliances, In Sheth, J., Bhambri, A. and Birnbaum, P., Competitive Strategies in the Telecommunications Industry, JAI Press. *Invited article.*
1988. "Strategic Alliances and Partner Asymmetries," In Lorange, P. and Contractor, F. (eds.), Cooperative Strategies in International Business, Lexington, MA: Lexington Books. Originally prepared for Proceedings: Cooperative Strategies in International Business, The Wharton School and Rutgers Graduate School of Management, October 24-26, 1986. *Invited article.*
1988. "Strategic Alliance and Partner Asymmetries," Management International Review, Vol. 28, Special Issue, pp. 53-73. *Invited article.*
1988. "Strategies for Declining Sectors," Issues: The Journal for Management (UK), pp. 9-16. *Invited article.*
1987. "Strategic Alliances: Their New Role in Global Competition," Columbia Journal of World Business, Vol. XXII, No. 2, pp. 67-70. *Invited article.*
1987. "Why Joint Ventures Fail," Euro-Asia Business Review, Vol. 6, No. 3, pp. 20-26. *Invited article.*
1987. "Managing Joint Ventures -- Part II," Management Review, Vol. 76, No. 3, pp. 52-55. *Invited article.*
1987. "Managing Joint Ventures -- Part I," Management Review, Vol. 76, No. 2, pp. 24-42. *Invited article.*
1987. "Joint Ventures: A Mechanism for Strategic Change," In Pettigrew, A. (ed.), The Management of Strategic Change, London: Basil Blackwell. Originally prepared for Proceedings: International Research Seminar on the Management of Strategic Change. The Economic and Social Research Council (U.K.) and the Centre for Corporate Strategy and Change, University of Warwick (U.K.) May 14-16, 1986. Updated version presented at 1987 meetings of Strategic Management Society (Boston). *Invited article.*
1986. "Guerilla Strategies for Underdog Competitors," Planning Review, Vol. 14, No. 6, pp. 4-11, 44-45. *Invited article.*
1986. "Quick Change Strategies for Vertical Integration," Planning Review, Vol. 14, No. 5, pp. 32-37. *Invited article.*
1986. "Joint Ventures: Linking Up for a Leap Forward," Planning Review, Vol. 14, No. 4, pp. 10-14. *Invited article.*

1985. "Strategic Flexibility," In Thomas, L. G., III (ed.), Proceedings: Joel Dean Consortium on the Economics of Strategic Planning, D. C. Heath & Company, Lexington Books, Lexington MA. *Invited article*.
1984. "The Strategic Exit Decision: Additional Evidence," In Lamb, R. (ed.), Competitive Advances in Strategic Management, Englewood Cliffs, NJ: Prentice-Hall, Inc, pp. 468-497. *Invited article*.
1984. "Entry Decisions in Mature Manufacturing Industries," In Lamb, R. (ed.), Advances in Strategic Management, Volume 2, JAI Press, pp. 67-98. *Invited article*.
1984. (with Michael E. Porter) "Heinz U.S.A.," In Glueck, W. F. and Jauch, L. R., Business Policy and Strategic Management, 4th Edition, NY: McGraw-Hill.
1984. "Joint Ventures and Global Strategies," Columbia Journal of World Business, Vol. 19, No. 2, pp. 7-16.
1984. "Innovation Within Overseas Subsidiaries," Journal of Business Strategy, Cambridge, Vol. 5, No. 1, pp. 47-55.
1984. "Managing Declining Businesses," Journal of Business Strategy, Cambridge, Vol. 4, No. 3, pp. 74-78.
1983. "Preparing the Firm for Transformational Strategies," In Lamb, R. (ed.), Advances in Strategic Management, Vol. 1, Greenwich, CT: JAI Press, pp. 133-143. *Invited article*.
1982. (with Michael E. Porter) "The Receiving Tube Industry in 1966," In Porter, M. E. Cases in Competitive Strategy, NY: Free Press.
1982. (with Michael E. Porter) "The Receiving Tube Industry, 1967-1978," In Porter, M. E. Cases in Competitive Strategy, NY: Free Press.
1982. (with Michael E. Porter) "The Baby Foods Industry in 1965," In Porter, M. E. Cases in Competitive Strategy, NY: Free Press.
1982. (with Michael E. Porter) "The Baby Foods Industry, 1966-1978," In Porter, M. E. Cases in Competitive Strategy, NY: Free Press.
1982. "A Framework for Looking at Vertical Integration," Journal of Business Strategy, Cambridge, Vol. 3, No. 3, pp. 30-37.
1982. "Strategy Planning for Endgame," Long Range Planning, Vol. 15, No. 6, pp. 48-51.
1982. "Senator Kennedy and the CAB," In Fox, J. R., Managing Business Government Regulations, Homewood, IL: Richard D. Irwin, 1982.
1981. "Suzie Simmons (A)" and "Suzie Simmons (B)" plus "Teaching Note," In Christensen, C. Roland., Teaching by the Case Method, Boston, MA: Division of Research, Harvard Business School, 1981.
1980. "Strategies for Declining Businesses," Journal of Business Strategy, Cambridge, Vol. 1, No. 2, pp. 20-34.

OTHER RESEARCH

Published on CITI Website:

2001. "Restructuring via Virtuality in 3G Context," presented at CITI Workshop: "Key Drivers for 3G Wireless: Will 3G Deliver Its Promise?" October 24. Download from Columbia Institute for Tele-Information at <http://www.citi.columbia.edu>
2001. "Strategies for Wireless Mobile Internet," presented at CITI Workshop: "Mobile Media marketing: Translating Consumer Behavior into Business Strategy," March 20. Download from Columbia Institute for Tele-Information at <http://www.citi.columbia.edu>

Expert Witness Report (Antitrust):

1997. Minnesota Mining and Manufacturing Co. and Imation vs. Appleton Papers Inc., Court File No. 4-95-786, (June 1997 – July 1999).

Unpublished Master's Thesis

1976. "The Antitrust Implications of the Data Communications Industry," Master of Business Administration Thesis, University of Texas (Austin).

CASES AND NOTES (*REVERSE ORDER*). OFTEN PUBLISHED ALSO BY ICCH (HARVARD)

2023. “Salesforce Acquisition of Slack,” Caseworks #2404XX (*forthcoming*), adapted from a student paper for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2023. “Turnaround at International Paper,” Caseworks # 240402 (*forthcoming*), written for use in Turnaround Management (EMBA/ MBA elective) as background for remarks by John V. Faraci (former Chairman and CEO.)
2023. “Warner Brothers Discovery Turnaround,” Caseworks # 240401 (*forthcoming*), written for use in Turnaround Management (EMBA/ MBA elective).
2022. “Loewen Group and SCI Compilation,” Caseworks #220415, written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2022. “Illustrations of Corporate Shape’s Dimensions,” Columbia CaseWorks #220411, written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2022. “The Turnaround of General Electric,” Columbia CaseWorks, 220414, revised for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2022. “Microsoft’s Bid for Activision Blizzard,” CaseWorks #220416, written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2022. “Disruptive Forces in the Media Industry,” [Caseworks 220418], revised for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2022. “Warner Bros. Discovery,” [Caseworks 220417], written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2021. “Shear Cutters: The Tale of a 40-Year-Old Start-Up,” Columbia Caseworks, #220404 written for use in Turnaround Management (EMBA/ MBA elective).
2020. “Smithfield Foods,” Columbia Caseworks, #210405 written for use in Turnaround Management (EMBA/ MBA elective).
2020. “J. Crew: Private Equity Ruins Retailing (A),” Columbia Caseworks, #210401A written for use in Turnaround Management (EMBA/ MBA elective).
2020. “J. Crew: Private Equity Ruins Retailing (B),” Columbia Caseworks, #210401B written for use in Turnaround Management (EMBA/ MBA elective).
2018. “Microsoft’s Turnaround,” Columbia Caseworks, 1804xx written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective) but not published by Caseworks.
2018. “Teva’s Turnaround,” Columbia Caseworks, #180410 written for use in Turnaround Management (EMBA/ MBA elective).
2018. “The Turnaround of General Electric,” Columbia Caseworks, #180409 written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective), 2018; updated 2019 and 2022 to reflect new CEOs.
2018. “Cumulus Media,” Columbia Caseworks #180403—written for use in Turnaround Management (EMBA/ MBA elective).
2017. (with Christof Spaeth). “Disruptive Forces in the Media Industry,” Columbia Caseworks #170409—Industry note written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2017. (with Christof Spaeth). “AT&T’s Bid for Time Warner,” Columbia Caseworks #170411—written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2016. “Johns Manville’s Asbestos Woes,” Columbia Caseworks #170401—written for internal use only in Turnaround Management (EMBA/ MBA elective).
2016. “Allegheny International,” Columbia Caseworks #170402—updating John O. Whitney’s draft, written for use in Turnaround Management (EMBA/ MBA elective). *For use at Columbia Business School only.*
2016. “Why Do Companies Wait So Long?” Columbia Caseworks #160422—written for use in Turnaround Management (EMBA/ MBA elective).
2016. “The Internal Arc,” Columbia Caseworks #160414—written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective), 2016.

2016. "Nadir Publishing," Columbia Caseworks #160421—updating John O. Whitney's draft, written for use in Turnaround Management (EMBA/ MBA elective). *For use at Columbia Business School only.*
2016. "Bonne Chance, 2015" Columbia Caseworks #160420—updating John O. Whitney's draft, written for use in Turnaround Management (EMBA/ MBA elective). *For use at Columbia Business School only.*
2016. "Bonne Chance, 2016" Columbia Caseworks #160420—written for use in Turnaround Management (EMBA/ MBA elective). *For use at Columbia Business School only.*
2015. "GT Advanced Technologies," Columbia Caseworks #160408—written for use in Turnaround Management (EMBA/ MBA elective). *Teaching Note Outline submitted to ICCH in 2015.*
2013. "Sharp Electronics, 2013," Columbia Caseworks #150401—written for use in Turnaround Management (EMBA/ MBA elective). *Major revisions in 2016/ 2017.*
2014. "Time Warner Restructures," Columbia Caseworks #140425—written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2012. "Motorola, Inc.'s Spin-Off of the Cell Phone Business," Columbia Caseworks #120404—written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective). *Major revision in 2016/ 2017.*
2012. "The Synergy Limitation Paradox," Columbia Caseworks #120409—written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective). Previously SSRN #2544436.
2012. "E.I DuPont de Nemours: Cleaning House," Columbia Caseworks #120401 -- written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
2012. "Acid Tests of Corporate Advantage," Columbia Caseworks #110406—written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective). Previously SSRN #2544364.
2012. "A Turnaround Strategy Framework," Columbia Caseworks #110407—written for use in Turnaround Management (EMBA/ MBA elective).
2011. "Infosys 3.0: Building Tomorrow's Enterprise," Columbia Caseworks # 110411—written for use in Corporate Growth & Organizational Development (EMBA/ MBA elective).
1997. "Westinghouse Electric Company" (A) and (B), written as an exam for B8001: Full-semester MBA Core Strategy, created in 1997 (*before Columbia Caseworks published cases for third-party use*).
1995. "The Baby Foods Industry" (update of ICCH 1-379-185), written for B8001: Full-semester MBA Core Strategy, created in 1995 (*before Columbia Caseworks published cases for third-party use*).
1994. "Baby Food Processor in People's Republic of China," written for B8512: International Strategy (MBA elective), created in 1994 (*before Columbia Caseworks published cases for third-party use*).
1994. "Nike 1994," written for B8512: International Strategy (MBA elective), created in 1994 (*before Columbia Caseworks published cases for third-party use*).
- 1993, 1997. "Corn Wet -Milling Industry" written and updated for B8001: Full-semester MBA Core Strategy, created in 1993 and updated in 1997 (*before Columbia Caseworks published cases for third-party use*).
- 1986, 1987. "General Electric Corporation," written and updated for B8001: Full-semester MBA Core Strategy, written in 1986 and updated in 1987 (*before Columbia Caseworks published cases for third-party use*).
1986. Esmark-Norton Simon-Beatrice Companies," written and updated for B8001: Full-semester MBA Core Strategy, created in 1986 (*before Columbia Caseworks published cases for third-party uses*).
1986. "Note on the Mainframe Computer Industry" Three versions: IBM Version, Fujitsu Version, and Honeywell-Bull-NEC Version," written for B9701: Competitive Strategy (full-semester MBA elective), created in 1986 to illustrate competitive strategies (*before Columbia Caseworks published cases for third-party use*).
1985. "Trinitex Corporation:" Three versions: IBM Corporation's Perspective, CBS Company's Perspective, and Sears, Roebuck & Company's Perspective, written for B9701: Competitive Strategy (full-semester MBA elective), created in 1986 to illustrate joint venture strategies (*before Columbia Caseworks published cases for third-party use*).

- 1985, 1986. "Simmons Simulator: The Series." Series includes "Corporate Data," "Control Device Division (CDD)," "Basic Instruments Division (BID)," "Simulator Systems Division (SSD)," and "International Products Division (IPD)." written for B9701: Competitive Strategy (full-semester MBA elective) and updated for B8001: Full-semester MBA Core Strategy. *Original Simmons Simulator exercise was created by Thomas Ference for Executive Programs. Professor Harrigan added the industry analysis and corporate strategy aspects for use in the full-semester MBA strategy core course in 1985 (before Columbia Caseworks published cases for third-party use).*
1984. "Note on the U.S. Chain Saws Industry in 1984," written for B9701: Competitive Strategy (full-semester MBA elective) and updated for B8001: Full-semester MBA Core Strategy, created in 1994 (*before Columbia Caseworks published cases for third-party use*), created in 1984 (*before Columbia Caseworks published cases for third-party use*).
1984. "Note on the Personal Computer Software Industry," written for B9701: Competitive Strategy (full-semester MBA elective), created in 1984 (*before Columbia Caseworks published cases for third-party use*).
1983. "The Financial Securities Industry," written for B9701: Competitive Strategy (full-semester MBA elective), created in 1983 (*before Columbia Caseworks published cases for third-party use*).
1983. "SmithKline Beckman Corporation: Strategies for Innovation in the Ethical Pharmaceutical Industry," written for B9701: Competitive Strategy (full-semester MBA elective), created in 1983 (*before Columbia Casework published cases for third-party use*).
1983. "Union Carbide Corporation: Genetic Engineering," written for B9701: Competitive Strategy (full-semester MBA elective), created in 1983 (*before Columbia Caseworks published cases for third-party use*).
1983. "Zenith Data Systems: Strategies for Settings of Rapid Technological Change," written for B9701: Competitive Strategy (full-semester MBA elective), created in 1983 (*before Columbia Caseworks published cases for third-party use*).

Reviews and Endorsements

For Free Press (at author's request): Review and critique of new "Introduction" for newly-re-issued editions of M.E. Porter's trilogy: Competitive Strategy: Techniques for Analyzing Industries and Competitors (originally published in 1980), Competitive Advantage: Creating and Sustaining Superior Performance (originally published in 1985), and Competitive Advantage of Nations (originally published in 1990). NY: Free Press, October 1997.

Book Jacket Endorsements

- For Elgar (at authors' request): Endorsement for Zenichi Shishido, Munetaka Fukuda and Masato Umetani, (2015). Joint Ventures. London: Edward Elgar Publishing.
- For Routledge (at authors' request): Endorsement for Peter FitzRoy, James M. Hulbert, & Tim O'Shannassy, (2015). Strategic Management, 3e. London: Routledge (Taylor & Francis)
- For Irwin (at authors' request): Endorsement for Collis, D. & Montgomery, C. (1997). Corporate Strategy: Resources and The Scope of the Firm. Burr Ridge: Irwin.
- For Rangan, S. & Yoshino, M.Y. (1995). Strategic Alliances. An Entrepreneurial Approach to Globalization. New York: McGraw Hill Companies.
- For Sirower, M. L. (1997). The Synergy Trap: How Companies Lose the Acquisition Game. New York: Simon & Schuster Trade.

DOCTORAL STUDENTS SUPERVISED

- Christof Spaeth (2015) "*Delivering Integrated Customer Solutions: Gaining Insights, Creating Mobility Barriers and Developing Organizational Capabilities*," (from Teacher's College, Ed.D.) Sponsor.
- Lalit Manral (2006) "*Feedback Effect of Firm Investment Strategy on the Evolution of Industrial Market Structure*," Sponsor.
- Jongtae Shin (2004) "*The Social Contexts of Industry Coding: the Coding Scheme, Coders and Coded Organizations*," Chair, Dissertation Proposal Defense.
- Greg Henley (2001), "*The Strategic Management of a Corporate Venture Capital Program*," Sponsor
- Michael Buffet (2001), "*Adaptation/ Innovation and Strategic Management: A Comparison of French and American Managers*." (from Teacher's College, Ed.D.) Outside Examiner, Dissertation Defense.

Kristin Stucker (2001) *"Towards Strategic Conformity: Effects of Parent and Industry Influences on Spinoff Firms."* Chair, Dissertation Defense.

Matthew Hayward (1998) *"Learning from Acquisitions."* Committee Member.

Choelsoon Park (1995) *"The Dynamics of Acquisitive Diversification: A New Approach to the Consequences of Diversification."* Sponsor.

John George Michel (1995) *"Strategy, Structures and Human Resources Practices: The Role of Internal Alignment in Professional Service Firms."* Committee Member.

Srinivasan Rajagopalan, (1992) *"Sustainable Competitive Advantage in Professional Business Services Role and Determinants of Long-Term Vendor-Client Relationships,"* Sponsor.

Rocki-Lee DeWitt, (1991) *"Strategies for Downsizing: Breaking up is Hard to Do,"* Sponsor.

Nida Backaitis (1992) *"Rethinking the Relationship between Customer and Supplier: Some Microorganizational Considerations,"* Sponsor.

SERVICE

Reviewerships

Consulting Editor, Academy of Management Review, 1987-1990, and *ad hoc* reviewer 1991-present.

Editorial Board, Strategic Management Review, 2019 to present.

Editorial Board, Journal of Technology Transfer, 2016 to present.

Editorial Board, Long Range Planning, 2002 to present.

Editorial Board, Planning Review, 1989-1986; Renamed Leadership and Strategy, 1996-1999.

Editorial Board, Journal of Engineering and Technology Management, 1988-1999.

Editorial Board, Academy of Management Executive, 1987, and *ad hoc* reviewer, 1988-present.

Editorial Board, Strategic Management Journal, 1983-1987, and *ad hoc* reviewer, 1988-present.

Editorial Board, Academy of Management Journal, 1983-1987, and *ad hoc* reviewer, 1988-present.

Editorial Board, Journal of Business Strategy, Cambridge, 1982-1987.

Ad Hoc Reviewer, IEEE Transactions on Engineering Management, 2023 – present.

Ad Hoc Reviewer, Journal of Business Ethics, 1998-present.

Ad Hoc Reviewer, Journal of International Business Studies, 1987-present.

Ad Hoc Reviewer, Administrative Science Quarterly, 1984-present.

Ad Hoc Reviewer, Sloan Management Review, 1982-present.

Elected Positions

Academy of Management. Chairperson, Business Policy and Strategy Division, 1992-1993; (Program Chair 1990-1991; Chair-Elect 1991-1992; Chair 1992-1993; Treasurer 1993-1994). Executive Committee, 1983-1985.

Academy of Management, Board of Governors, 1986-1988.

Appointed Positions

Center for International Business Education and Research [CIBER], Administrative Committee Chair 1994-1996; Jerome L. Chazen Institute for International Business, Faculty Advisory Board, 1997-2007; Chair 1994-1996, Columbia University.

Terry Outstanding Book Award Committee, Academy of Management, 1991-1992.

Teaching Faculty, Business Policy and Planning Division, Academy of Management, Doctoral Consortium, 1980-1982, 1986, 1989.

Research Committee, Business Policy and Planning Division, National Academy of Management, 1982-1984, 1986-1988.

Chairperson, Rationalization/Restructuring Track, Strategic Management, Strategic Management Society 1988; Chairperson, Corporate Strategy Track, Strategic Management Society, 1987.

Program Chair, New Faculty Consortium, Business Policy and Planning Division, National Academy of Management, 1987. Teaching Faculty, Business Policy and Strategy Division, National Academy of Management, New

Faculty Consortium, 1984, 1997.

Divisional Duties: Course Development and Coordination

2006-present. Develop and teach B8511/ B7511: *Turnaround Management*, full-semester elective offered to MBAs and EMBA's, respectively. Major revisions in 2020, 2017. Incremental annual revision thereafter.

2001-present. Develop and Teach B8508/ B7508: *Corporate Growth and Organizational Development*, full-semester elective offered to MBAs and EMBA's, respectively. Incremental annual revisions.

1997-2000. Develop and teach B8799: *eStrategy and Internet Firms*, half-semester elective offered to MBAs

2003-2005. Develop and teach B6701:

2002-2005. Develop and teach B7017: *Strategic Management* (full-semester EMBA strategy core).

Prior to 2000: Develop and teach B8001: *Strategic Management of the Enterprise* (full-semester MBA strategy core).

1983-1997: Core Course Coordinator: B8001: *Strategic Management of the Enterprise*. (MBA strategy core)

1999-2000: Participated in earlier re-design of B6701: *Strategy Formulation* (half-semester MBA strategy core).

2001-2002: Redesigned B7017: *Strategic Management* (full-semester EMBA strategy core) with EMBA colleagues.

1995-1999: Redesigned delivery vehicles for teaching B8001: *Strategic Management of the Enterprise* (full semester strategy core) -- with help of teaching team colleagues.

1996-1997: Participated in major B8001: *Strategic Management of the Enterprise* curriculum revisions in response to Vice Dean's request.

1994-1995: Participated in major B8001: *Strategic Management of the Enterprise* curriculum revisions in response to teaching evaluation team's feedback

1992-1994: Schoolwide Curriculum Revision Committee, Sub-Chair for B8001: *Strategic Management of the Enterprise* (full-semester MBA strategy core).

1992: Chair, Core Course Curriculum Revision Implementation Team

Divisional Duties: Recruiting

2017: Chair, Management Search, recruited Jorge Guzman

2016: Committee Member, Management Search, recruited Daniel Keum and Bennett Chiles

2014: Committee Member, Management Search, recruited: Dan Wang.

1998-2013: No search assignments

1997: Chair, Management of Organizations Faculty Search Committee, Successfully recruited: Atul Nerkar [*strategic management/management of technology*] and Jaeyong Song [*international strategy*]

1985-1994: International Management Search Committee Member, (Chair, 1988-1989 and 1996-1997). Successfully recruited Robert Bontempo, Schon Beechler, and Chris Ahmadjian to staff international management electives.

School-wide Committees:

Academic Discipline Committee, 2008-2022.

Committee on Instruction, 2017 (while Ray Horton took a sabbatical)

TEACHING

EMBA B7511: Turnaround Management, Full-Semester Elective [1 section per semester]: *Fall 2014, Fall 2015, Fall 2016, Fall 2017, Fall 2018, Fall 2020, Fall 2021, Fall 2023*. Previously offered *Summer 2015, 2011, 2010, 2009, 2008*; [2 sections per semester]: *Fall 2013, Fall 2012*

EMBA B7508: Corporate Growth and Development, Full-Semester Elective [2 sections per semester]: *Summer 2023, 2022, 2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014, 2013, 2012*; [1 section per semester] *Summer 2011, 2010, 2009, 2008, 2007, 2006, 2005*; Previously offered *Fall 2003, 2002*.

MBA B7711: Turnaround Management, Full-Semester Elective [2 sections per semester]: *Fall 2011; Fall 2010; Fall 2009; Spring 2009*. [1 section per semester]: *Fall 2018, Fall 2016, Summer 2007, 2006*.

- EMBA B7017: Core Strategy – Full Semester** [2 sections per semester]: *Summer 2005, Summer 2004,; Summer 2003, Fall 2004*; [1 section per semester]: *Fall 2002, Fall 1999, Fall 1986*.
- MBA B6701: Core Strategy Formulation – Half-Semester** [3 sections]: *Summer 1998, Fall 1998* [1 section]: *Fall 2005, Spring 2004, Spring 2003*.
- MBA B8708: Corporate Growth and Development Elective Full Semester** [2 sections per semester]: *Fall, 2011, Fall 2003, Fall 2002, 1999*. [1 section]: *Fall 1997, Fall 1996, Summer 1991*.
- MBA B8001 Core Strategy – Full-Semester:** *Summer 2000* [2 sections per semester]; *Summer/ Fall 1999* [3 sections]; 1998 [3]; *Fall 1997* [2 sections]; *Summer/ Fall 1996* [4 sections]; 1995 [3 sections]; *Summer 1994* [2 sections]; 1993 [2 sections]; *Summer/ Fall 1992* [2 sections]; *Summer 1991* [2 sections]; *Spring/ Fall 1990* [4 sections]; *Spring 1989*; *Fall 1988* [2 sections]; *Spring/ Fall 1986* [2 sections]; *Spring/ Fall 1985* [3 sections]; *Spring 1984* [2 sections]; *Spring/ Fall 1983* [2 sections]; 1982 [3 sections]; *Fall 1981*.
- MBA B8799: E-Strategy and Internet Firms – Half-Course Elective (B8799):** *Fall 2000* [2 sections per semester].
- EMBA B7091: Core Strategy II:** *Summer 1995; Spring 1987*. (Course was subsequently removed from core)
- MBA B8512: International Strategy Elective:** *Summer 1993; Summer/ Fall 1992* [2 sections per semester]; *Spring/ Fall 1990* [3 sections]; *Spring 1989* [2 sections].
- MBA B9701: Competitive Strategy Elective:** *Spring 1987; Spring 1986; Spring 1985; Summer 1984; Fall 1983; Fall 1982*. (Course content is now taught in MBA Core Strategy Formulation, B6701)
- MBA B8702: Strategic Management Processes Elective:** *Summer 1984*.
- MBA B8708: Managing Strategic Decisions Elective:** *Spring 1983; Spring 1982*. (Course number was subsequently reassigned to corporate growth elective described above and is offered annually to EMBA's)

FEATURED

1992. Interview by Dominic Knight, December 3, The New Dictionary of Management, The Macmillan Press, Ltd.

"Kathryn Rudie Harrigan," in J. I. Moore, J. I. (1992). Writers on Strategy and Strategic Management: The Theory of Strategy and the Practice of Strategic Management at Enterprise, Business, and Functional Levels. London: Penguin Books, Part 6: Writings on Decline, Chapter 23, pp. 271-280; updated 2000.

Interview by Lothar Schnitzler for Wirtschafts Woche, Dusseldorf, Germany, November 6, 1992.

"Kathryn Rudie Harrigan," profiled in David Clutterbuck and Stuart Crainor, Men and Women Who Changed Management, London: Macmillan, 1989. Mr. Clutterback is updated book in 2006.

"24 Makers of Modern Management: Working Models," profiled in David Clutterbuck and Stuart Crainor, 1988, Business (UK), September 1988, pp. 94-95. German language version, 1989.

"Endgame Strategy" (reported by Jack Willoughby), in Forbes, July 13, 1987, pp. 181-182 showcased research on industries facing declining demand.

"Corporate Odd Couples" (reported by Jonathan B. Levine and John A. Byrne), in Business Week, July 21, 1986 showcased research on joint ventures and partnering strategies.

SPEECHES

List of corporate, government and academic presentations is available on request

TRAVEL

Australia, Austria, Bahamas, Belgium, Bermuda, Bolivia, Botswana, Brazil, Bulgaria, Canada, Chile, China, Croatia, Czech Republic, Egypt, Estonia, Fiji, Finland, France, French Guiana, French Polynesia, Germany, Greece, Holy See (Vatican State), Hungary, Japan, India, Ireland, Israel, Italy, Japan, Kenya, Korea (South), Korea (DPR), Latvia, Lithuania, Luxemburg, Martinique, Mexico, Monaco, Nepal, Netherlands, Netherlands Antilles, New Caledonia, New Zealand, Norway, Palestinian Territory, Paraguay, Peru, Poland, Portugal, Puerto Rico, Romania, Russia, Serbia, Singapore, Slovak Republic, Russia, South Africa, Spain, Sweden, Switzerland, Taiwan, Tanzania, Tonga, United Kingdom, Vanuatu, Virgin Island (Br.), Zambia.

OUTSIDE ACTIVITIES

Corporate Boards

1994-2019, **Cambrex Corporation**, East Rutherford, NJ [NYSE] 2000 sales of \$506 million; Audit Committee, 1994-2019; Governance Committee, 1995-1999, Regulatory Affairs Committee, 2012-2019; Chair, 2018.

1999-2008, **Active International**, Pearl River, NY [ESOP ownership, not publicly-traded] \$600 million 2000 gross revenues; Governance Committee, 1999-2008; Compensation Committee, 1999-2008.

1995-2001, **Johns Manville**, Denver, CO [NYSE] \$2.2 billion 2000 sales; Audit Committee, 1995-1996; Finance Committee, 1996-2001; Health, Safety & Environmental Committee, 1995-2001.

1996-1999, **Technical Chemicals & Products**, Pompano Beach, FL [NASDAQ] \$5 million 1998 sales; Audit Committee, 1996-1999; Compensation Committee 1996-1999; Governance Committee, 1996-1999; Lead Director, 1996 to recruitment of CEO.

Advisory Boards

1987-2015, **Ronin Development**, Princeton, New Jersey, data-analysis start-up

2005-2010, **Medweiser Prevention** (*not-for-profit, HIV Prevention*)

2004-2019, **Centurion Fund**, (MBA start-up, hedge fund)

1998-2001, **1-by-1.com**, spun off from **Ronin Development**.

1999-2001, **ChannelFit.com** (start-up venture by Columbia MBAs)

1999-2001, **AdmitNet.com** (start-up venture by Columbia MBA)

1998-2001, **Applied Magnetics Research** (start-up venture by Columbia MBA)

1994-1997, **European Case Clearinghouse** (ECCH Babson), Board of Governors.

1989-1992, External Member -- Strategic Planning Committee, **Panasonic Industrial Controls Division**, Matsushita Corporation, Secaucus, NJ.

National Association of Corporate Directors

Elected to National Association of Corporate Directors, 2001. Ongoing activity.

Committee member, NACD Commission on Board Evaluation, 2001.

“Fair Disclosure and Audit Committees,” Presentation before New York Chapter of NACD, April 2010.

Turnaround Management Association

1997-present: Member, sponsors student papers for TMA Best-Paper competition at local and national levels. MBAs and EMBA consistently win, place and show in competition, with some teams going to the nationals.

TMA is working with Course Revision Fellows during summer 2020 to upgrade Turnaround Management elective course (new readings, case writing, and recruitment of guest speakers).

Consulting

Strategy topics, including issues of off-patent brand renewal and best practices for improving patient well-being during pandemic environment for a major international pharmaceutical firm.

Expert Witness

Strategy topics that intersect regulation of competition. Develop economic and strategic theories of anticompetitive activity.

Columbia Business School requires its faculty members to disclose any activities that might present a real or apparent conflict of interest. Here is the list of such outside activities:

NONE