HARBIR SINGH

William and Phylllis Mack Professor of Management, Co-Director Mack Center for Technological Innovation

1115 Springmont Circle Bryn Mawr, PA 19010 Telephone: (610) 525 1989.

University of Pennsylvania Philadelphia, PA 19104 Telephone: (215) 898 6752

I. Educational Background

PhD	1984, University of Michigan Graduate School of Business Ann Arbor, Michigan
M.B.A.	1978, Indian Institute of Management Ahmedabad, India
B. Tech	1975, Indian Institute of Technology New Delhi, India

II. Teaching Positions Held

Mack Professor of Management	2006 – present
Co-Director, Mack Center for Technological	2001 - present
Innovation	
Edward H Bowman Professor and Chair,	1998 - 2001
Management Department	
Ehrenkranz Family Term Associate Professor	1997 - 1998
The Wharton School	
Associate Professor with tenure	1990 - 1997
The Wharton School	
Associate Professor (Untenured)	1987 - 1990
The Wharton School	
Assistant Professor	1984 - 1987
The Wharton School	

B. Courses Created/Developed

Designed and taught the MBA course on Corporate Development and Acquisitions, Mgmt 721 Designed and taught the MBA course on Strategic Alliances, Mgmt 712 Headed the committees that designed two strategic management-related core courses in the new Wharton curriculum; piloted and taught the two courses: Mgmt 654 and Mgmt 655

C. Teaching Interests

Strategic Management. Competitive Strategy, Corporate Development via Acquisitions and Alliances, Research Methods

Research Areas

Corporate Strategy, Corporate Acquisitions, Strategic Alliances, Corporate Restructuring, Choices in Interorganizational Relationships, Corporate Governance

Publications in Refereed Journals

(1) Building Capabilities through Learning: The Role of the Alliance Learning Process in Alliance Capability and Success. Prashant Kale and Harbir Singh. <u>Strategic Management</u> <u>Journal</u>. (forthcoming)

(2) Splitting the Pie: Rent Distribution in Alliances and Networks, with Jeffrey Dyer and Prashant Kale, <u>Managerial and Decision Economics</u>, forthcoming.

(3) Organizing for Innovation: Managing The Coordination-Autonomy Dilemma In Technology Acquisitions, with P.Puranam and Maurizio Zollo, <u>Academy of Management Journal</u>, vol 49, no. 2, 2006.

(4) When to Ally and When to Acquire? With Jeffrey Dyer and Prashant Kale, Harvard Business Review, July-August, 2004.

(5) Deliberate Learning in Corporate Acquisitions: Post-Acquisition Strategies and Integration capability in U.S. Bank Mergers, with Maurizio Zollo, Strategic Management Journal, Vol. 25, No. 13, December 2004.

(6)) A Bird in Hand? Integration Tradeoffs in Technology-Grafting Acquisitions, with Phanish Puranam and Maurizio Zollo, <u>European Management Journal</u>, April 2003.

(7) Interorganizational Routines and Performance in Strategic Alliances, with Jeffrey Reuer and

Maurizio Zollo, Organization Science, Vol 13, Iss 6, December 2002.

(8) Alliance Capability, Stock Market Response, and long-term Alliance Success: the Role of the Alliance Function, with Prashant Kale and Jeffrey Dyer, Strategic Management Journal, Vol 23m Iss. 8, August 2002.

(9) Post-Formation Dynamics in Strategic Alliances, with Maurizio Zollo and Jeffrey Reuer, Vol 23, Iss 2, <u>Organization Science</u>, February, 2002.

(10) Valeu Creation and Success in Strategic Alliances: Alliancing Skills and the Role of the Alliance Function and Systems, with Jeffrey Dyer and Prashant Kale, European Management Journal, Vol. 19 Iss. 5, October 2001.

(11) How to Make Strategic Alliances Work, with Prashant Kale and Jeffrey Dyer, <u>Sloan</u> <u>Management Review</u>, Summer, 2001. Volume 42, Number 4, pp. 37–43

(12) Value creation and success in strategic alliances: Alliancing skills and the role of alliance structure and systems, with <u>Prashant Kale</u> and <u>Jeffrey Dyer</u>, <u>European Management Journal</u>; London; Oct 2001, pp 463 – 471.

(13) "Corporate and Industry Effects on Business Unit Competitive Position", with Sea-Jin Chang, <u>Strategic Management Journal</u>, Jul 2000; Vol. 21, Iss. 7; p. 739

(14)"Acquisition of Physician Group Practices by For-Profit and Not-For-Profit Organizations", with Robert L. Burns and Robert A. DeGraaf, <u>Quarterly Journal of</u> <u>Economics and Finance</u>, Winter 1999; Vol. 39, No. 4, pg. 465

- (15) "Reconfiguring Multibusiness Corporations: Linking Modes of Entry and Exit", with Sea-Jin Chang, forthcoming, <u>Strategic Management Journal</u>.
- (16) "The Architecture of Cooperation: Coordination Costs and the Governance of Strategic Alliances", with Ranjay Gulati, <u>Administrative Science Quarterly</u>, March, 1999.
- (17) "Complementarity, Status Similarity and Social Capital as Drivers of Alliance Formation", with Suenghwa Chung and Kyungmook Lee, <u>Strategic Management Journal</u>, January 2000.
- (18) "When Does Corporate Restructuring Improve Economic Performance?", with Edward H. Bowman, Michael Useem and Raja Bhadury, <u>California Management Review</u>, January, 1999.
- (19) "Relational Advantage: Relational Rents and Sources of Interorganizational Advantage", with Jeffrey H. Dyer, <u>Academy of Management Review</u>, lead article, Vol 23, No. 4, 660

- 679, 1998.

- (20) "National Cultural Distance And Cross-Border Acquisition Performance ", with Piero Morosini and Scott Shane, forthcoming, <u>Journal of International Business Studies</u>, March, 1998.
- (21) "Asset Redeployment, Acquisitions and Corporate Strategy in Declining Industries" with Jaideep Anand, <u>Strategic Management Journal</u>, July, 1997 pp 99 118.
- (22) "Corporate Restructuring: A Symptom of Poor Governance or A Solution to Past Managerial Mistakes?", with Constantinos Markides, <u>European Management</u> <u>Journal</u>, Vol. 15, No. 3, June, 1997, pp 213-219.
- (23) "International and Intercultural Management Research in Management: What's Next?", with P. Christopher Earley, <u>Academy of Management Journal</u>, Special Research Forum on International and Intercultural Management Research, Vol. 38, No. 2, April, 1995, pp 327-340.
- (24) "Cross-Border Acquisitions: Implementing National Culture-Compatible Strategies to Improve Performance", with Piero Morosini, <u>European Journal of Management</u>, Vol. 12, No. 4, December, 1994, pp 390 - 400.
- (25) "Challenges in Researching Corporate Restructuring", Journal of Management Studies, Vol. 30, No. 1, January, 1993, pp 147 - 172.
- (26) "Ownership Structure, Board Relationships and CEO Compensation in Large U.S. Corporations", with Robert Mangel, <u>Accounting and Business Research</u>, Vol 23, 1993, pp 339-350.
- (27) "Corporate Restructuring: Reconfiguring the Firm", with Edward H. Bowman, <u>Strategic Management Journal</u>, Vol 14, 1993, pp 5 – 14.
- (28) "Strategic Alliances in Technological Innovation: Cooperation in Biotechnology", with William F. Hamilton, Journal of High Technology Management Research, Vol. 2, No. 2, October, 1991, pp 211 – 221.
- (29) "Management Buyouts: Distinguishing Characteristics and Operating Changes Prior to Public Offering", <u>Strategic Management Journal</u>, Vol. 11, Summer, 1990, pp 111 – 129.
- (30) "Top Management Tenure, Corporate Ownership Structure and the Magnitude of Golden Parachutes", with Farid Harianto, <u>Strategic Management Journal</u>, Vol. 10, 1989, pp 143 - 156.

- (31)"CEO Succession and Stock Market Reaction: the Role of Organizational Context and Event Content", with Stewart Friedman, <u>Academy of Management Journal</u>, December, 1989, Vol. 32, no. 4, pp 717 - 744.
- (32) "Industry and Competitive Effects on the Choice of Entry Mode", with Bruce Kogut, <u>Best Papers and Proceedings of the Academy of Management</u>, Washington, D.C., August, 1989, pp 116 - 121.
- (33)"Management-Board Relationships, Takeover Risk and the Adoption of Golden Parachutes", with Farid Harianto, <u>Academy of Management Journal</u>, Volume 32, No. 1, March, 1989, pp 7 - 24.
- (34)"The Effect of National Culture on the Choice of Entry Mode", with Bruce Kogut, Journal of International Business Studies, No. 3, Fall, 1988, pp 411 - 432.
- (35) "Corporate Acquisition Strategies and Economic Performance", with Cynthia A. Montgomery, <u>Strategic Management Journal</u>, Volume 8, July-August, 1987, pp 377-386.
- (36)"Diversification Strategy and Systematic Risk", with Cynthia A. Montgomery, <u>Strategic Management Journal</u>, Volume 5, July-September, 1984, pp 181 – 191.

Papers Under Review in Refereed Journals

(37) "The Role of Corporate Technological Knowledge in Market Entry and Performance", with P.N. Subba Narasimha, to be revised and resubmitted to <u>Strategic Management Journal</u>.

Books

Edited: <u>Innovations in International and Cross Cultural Management</u>, co-edited with P. Christopher Earley, Sage Publications, Thousand Oaks, CA., 2000.

Edited:

<u>The Management of Corporate Acquisitions</u>, co-edited with Georg von Krogh and Alessandro Sinatra, Macmillan Publishing Co, London, 1994, 529 pages.

Book Chapters and Other Publications

(38) "Sources of Acquisition Cultural Risk", with Kenneth David, in von Krogh, Sinatra and Singh, eds, <u>The Management of Corporate Acquisitions</u>, London, 1995, Macmillan Publishing Co, pp 251 - 292.

- (39) "Acquisition Regimes: Managing Cultural Risk and Relative Deprivation in Corporate Acquisitions", with Kenneth David, <u>International Review of Strategic Management</u> <u>Research</u>, D.E. Hussey, editor, volume 4, 1993, pp 227 - 276.
- (40) "Integrating Strategic Human Resources and Strategic Management ", with Peter Cappelli, <u>Research Frontiers in Industrial Relations and Human Resources</u>, January, 1993, pp 165 – 192.
- (41) "Managing Corporate Reconfigurations", with Hamid Bouchikhi, Kenneth David and John Kimberly, <u>White Paper for the International Consortium for Executive</u> <u>Development Research</u>, Barcelona, Spain, November, 1992.
- (42) "The Evolution of Corporate Capabilities in Emerging Technologies", with William F. Hamilton, <u>Interfaces</u>, July August, 1992, pp 13 23.
- (43) "Overview of Corporate Restructuring: Trends and Consequences", with Edward H. Bowman, in <u>Handbook of Corporate Restructuring</u>, Milton Rock, editor, McGraw-Hill, October 1989, pp 8 -22.
- (44) "Wall Street's Reaction to CEO Succession", with Stewart Friedman, <u>Chief</u> <u>Executive</u>, July-August, 1989.
- (45) "Entering the United States by Joint Venture: Competitive Rivalry and Industry Structure", with Bruce Kogut, in Peter Lorange and Farok Contractor, eds in <u>Cooperative Strategies in International Business</u>, Lexington Books, 1988, pp 241 - 251.
- (46) "Corporate Acquisitions: a Strategic Perspective", with Peter Lorange and Eugene Kotlarchuk, in M.R. Rock, ed., <u>Mergers and Acquisitions Handbook</u>, McGraw-Hill, New York, 1986, pp 3 - ; new edition, 1993.
- (47) "<u>Managing for Joint Venture Success</u>: a Review", <u>Academy of Management</u> <u>Review</u>, Volume 13, No. 1, January, 1988, pp 145 – 147.
- (48) "Book Review: <u>Managing</u>, by Harold Geneen", <u>Human Resource Management</u>, Special Issue on Leadership Succession, Volume 25, No. 2, Summer, 1986, pp 353 - 357.

Working Papers

(49) "The Quest For Synergy: Inter-SBU Coordination versus Strategic Alliances", with Anil Gupta, to be submitted to <u>Academy of Management Review</u>.

(50) "Business Turnover and Corporate Performance: Learning from Exploration", with Sea-Jin Chang, working paper.

Educational Materials Prepared (Software, Cases)

- Sampson Chemical and Centaur Pharmaceuticals: the Joint Venture of Omni Pharmaceuticals, case prepared with George Steinfels and Richard Marshall, 1992, to discuss choices between acquisition and joint ventures as growth modes.
- (2) The Electrolux Corporation (A), (B) and (C), case prepared with Louise Amell, to discuss organizational learning from acquisitions, 1991.
- (3) The Limited Corporation: Growth through Acquisition: Case prepared with Shahir Kassam Adams and Elysa Blacker, The Wharton School, 1991.
- (4) The Fred Meyer Company: Case Prepared with Kathleen Stiles for MBA elective course to discuss motives of management buyouts, 1990.

Papers Presented

- "Under What Conditions Do Strategic Alliances Contribute to Competitive Advantage?", Keynote Address, <u>British Academy of Management</u>, London, September, 1997.
- "Knowledge Codification, Learning and Post-Acquisition Outcomes", with Maurizio Zollo, presented at <u>Strategic Management Society</u>, Barcelona, October, 1997.
- "Coordination Costs as Explanations for Equity Levels in Strategic Alliances" with Ranjay Gulati, <u>Academy of Management Meetings</u>, Boston, August, 1997.
- "Knowledge Codification, Experience Trajectories and Post-Acquisition Performance", with Maurizio Zollo, <u>Academy of Management</u> Meetings, Boston, August, 1997.
- "Learning and Protection of Proprietary Assets in Strategic Alliances: Building Relationship-Specific Capital" with Prashant Kale, <u>Strategic Management Society</u> Meetings, Phoenix, October, 1996.
- "Strategy-Structure Misfit and Governance Failures as Explanations of Corporate Restructuring Events", with Constantinos Markides, <u>Academy of Management</u> Meetings, Cincinnati, August, 1996.
- "Contrasting Industry Consolidation Oriented Acquisitions and Diversification Oriented Acquisitions: the Case of Declining Industries", Ohio State University, March, 1996.

- "Acquisitions as Vehicles for Asset Redeployment in the Defense Industry", Seminar on Competition and Strategy, Harvard Business School, November, 1995.
- "Reconfiguration of Defense Firms" with Jaideep Anand, presented at the <u>Academy of</u> <u>Management</u> Meetings, Vancouver, Canada, August, 1995.
- "Compatibility of Capabilities and Reputational Capital as Drivers of Alliance Formation", with Suenghwa Chung and Kyungmook Lee, presented at the <u>Academy of Management</u> Meetings, Vancouver, Canada, August 1995.
- "Corporate and Industry Effects on Business Unit Competitive Position", with Sea-Jin Chang, presented at the <u>Academy of Management</u>, Dallas, August, 1994.
- "The Evolution of Corporate Capabilities", with Anil Gupta, presented at the <u>Strategic</u> <u>Management Society</u>, Chicago, September, 1993.
- "Corporate Technological Knowledge and Market Entry Behavior", presented with P.N. Subba Narasimha, <u>Academy of Management</u>, August, 1993.
- "Corporate Reconfiguration: a Resource Perspective", presented at <u>Sloan School of</u> <u>Management</u>, M.I.T., April 8, 1993.
- "Challenges in Researching Corporate Reconfiguration", presented at the <u>Strategic</u> <u>Management Colloquium</u>, Carlson School of Management, University of Minnesota, February, 1993.
- "Corporate Reconfiguration: a Resource Perspective", presented at <u>Amos Tuck School of</u> <u>Management</u>, Dartmouth College, February, 1993.
- "The CEO-board Relationship, the Structure of Ownership and Executive Compensation in Large Corporations", with Robert Mangel, presented at the <u>International</u> <u>Conference on Corporate Accountability and Corporate Governance</u>, University of Nottingham, England, January 7-8, 1993.
- "Managing Corporate Reconfigurations", presented to the <u>International Consortium for</u> <u>Executive Development Research</u>, Barcelona, co-sponsored by IESE, International Graduate School of Management, November 10-14, 1992.
- "Researching International Acquisitions and Joint Ventures" presentation in <u>Academy-</u> wide Symposium on International Research, August, 1991.
- "The Governance of Synergy and Inter-SBU Coordination", with Anil Gupta, presented at the <u>Strategic Management Society</u> Conference in Stockholm, October, 1990; revised version presented at the Academy of Management in August, 1991.

- "Challenges in Researching Corporate Restructuring" presented at the conference on "Theory-Building in Strategic Management", <u>University of Illinois</u>, May, 1990.
- "Corporate Reconfiguration: Motives and Consequences", presented at the <u>Conference on</u> <u>Corporate Governance</u>, University of Minnesota, October, 1990.
- "Characteristics of Divested Lines of Business", Presented with Kathleen Saul at the <u>Academy of Management Meetings</u>, Washington, D.C., August, 1989.
- "Industry and Competitive Effects on the Choice of Entry Mode", presented with Bruce Kogut at the <u>Academy of Management Meetings</u>, Washington D.C. August, 1989.
- "Determinants of Corporate Divestiture", <u>Northwestern University Policy Colloquium</u> <u>Series</u>, March, 1989.
- "Top Management Tenure and Contingent Compensation in Large Corporations", <u>Columbia-SMJ Conference on Top Management and Strategy</u>, October, 1988.
- "Management Buyouts as New Forms of Governance", <u>Strategic Management Society</u> <u>Conference</u>, Amsterdam, October, 1988.
- "Evaluating Research on Corporate Acquisitions", <u>Sloan School, Management</u> <u>Colloquium Series</u>, March, 1988.
- "Management and Board Relationships in Firms Adopting Golden Parachutes", <u>ORSA/TIMS</u> <u>Meetings</u>, St. Louis, October, 1987.
- "Corporate Takeovers and Their Effects on Top Management Team Compensation", <u>Management Colloquium Series, Columbia University</u>, March, 1986.
- "Evaluating Research on Corporate Acquisitions", <u>Management Department Colloquium</u>, <u>Rutgers University</u>, December, 1987.
- "Chief Executive Succession and Stock Market Reaction: the Effects of Reason, Origin and Prior Performance", with Stewart Friedman, <u>Academy of Management</u> <u>Meetings</u>, August, 1986.
- "Corporate Acquisitions and Their Consequences: Opportunities for Research", <u>Colloquium Series, INSEAD</u>, Fontainebleau, France, December, 1985.
- "Foreign Entry into the United States: Factors Affecting Choice of Entry Mode", with Bruce Kogut in the <u>Academy of Management Meetings</u>, International Division, August, 1985.

- "Joint Ventures: Theory and Evidence", with Bruce Kogut, <u>ORSA/TIMS Meetings</u>, Boston, April, 1985.
- "Corporate Acquisitions, Product Market Relationships and Competition for Corporate Control", <u>ORSA/TIMS Meetings, Dallas</u>, October, 1984.
- "Corporate Acquisitions and Economic Performance", with C.A. Montgomery, <u>Academy</u> of <u>Management Meetings</u>, August 1984.
- "Diversification Strategy and Systematic Risk", with C. A. Montgomery, <u>Academy of</u> <u>Management Meetings</u>, August, 1982.

Editorial Work

Editorial Board Member, Organization Science
Editorial Board Member,
Strategic Management Journal
Editorial Board Member,
Journal of Management
Reviewer, Management Science,
Administrative Science Quarterly
Editorial Board Member
Academy of Management Journal
Guest Editor, Special Issues
Strategic Management Journal,
Academy of Management Journal

IV Professional Activities

- A. University Related Activities
- 1. Committee Memberships
- a. School Committees:
 - Doctoral Executive Committee, 1993 1998 Committee on Academic Freedom and Responsibility, 1996-97 Ad Hoc Committee on the Academic Learning Environment, 1995-96 Coordinator, Management Department Doctoral Program, 1993- present
- b. Doctoral Dissertation Committees
 Principal Advisor to: Gary Moskowitz, Maurizio Zollo, Vipin Gupta, Jaideep Anand (Ph.D. 1994), Piero Morosini (Ph. D. 1994), Sea-Jin Chang (Ph. D. 1992)
 Committee Member for: Adam Fein (Marketing) (Ph. D. 1997), Rita McGrath

(Ph. D. 1995), Mark Shanley (Ph.D. 1987) Advising: Doctoral Level – see above MBA Level – advisor for the Strategic Management Major

2. Administrative Activities:

Coordinator, Management Department Doctoral Program (1993 – present) Academic Director, Strategic Thinking and Management Program Academic Director, Strategic Alliances Program Core Group Member, Emerging Technologies Management Research Program, Huntsman Center for Global Competition, The Wharton School

- B. Professional Affiliations
- Chair, Business Policy and Strategy Division, Academy of Management (1997 – 98)
- 2. Program Chair, Business Policy and Strategy Division, Academy of Management (1995-96)
- 3. Assistant Program Chair, Business Policy and Strategy Division, Academy of Management (1994 – 95)
- 4. Elected Member, Executive Committee, BPS Division, Academy of Management, (1988-90)
- 5. Member, Strategic Management Society
- 6. Member, The Institute of Management Science

V. Grants, Honors and Awards

- 1. Award for Outstanding Research (1985) in Strategic Management, presented jointly by the Strategic Management Society and the Business Policy and Strategy Division of the Academy of Management
- 2. Miller-Sherrard Core Teaching Award (1993), The Wharton School
- 3. Division Chair, Business Policy and Strategy Division, Academy of Management, 1997.
- 4. Journal of International Business Studies Decade Award (with Bruce Kogut), 1998.
- 5. Distinguished Alumni Award, University of Michigan, 2005.

VI. Personal Information

Married, three children. Date : February, 2007.