

PRASHANT KALE
Associate Professor of Strategic Management
Head of Health Care Initiative
Jones Graduate School of Business, Rice University
Room 242 McNair Hall, 6100 Main Street
Houston, TX 77005
Tel: 713-348-6139 (O); Email: kale@rice.edu

EDUCATIONAL BACKGROUND

- Ph.D. in Management, Wharton School of Business.
- M.A. in Managerial Science & Applied Economics, Wharton School of Business.
- MBA (PGDM), Indian Institute of Management Ahmedabad.
- Bachelor of Engineering, Pune University, India.

ACADEMIC APPOINTMENTS

- Head of Healthcare Initiatives (2014 -)
Jesse H. Jones Graduate School of Business, Rice University
- Associate Professor of Strategic Management (2007 –)
Jesse H. Jones Graduate School of Business, Rice University
- Asst. Professor of Strategy (1999-2007)
Stephen M. Ross School of Business, University of Michigan
- Research Fellow and Associate (2001-2008)
William Davidson Institute, Ross School of Business, University of Michigan
- Research Fellow (2000-)
Mack Center for Technology and Innovation, Wharton School of Business

AWARDS AND HONORS

- ‘Top 10’ Business School Professors in the US, Bloomberg Businessweek, 2011-2012
- Jones Graduate School of Business, Alumni Award for Teaching Excellence, 2015
- Teaching Excellence Award, Full time MBA Program, Jones Graduate School of Business, Rice University, 2014
- Teaching Excellence Award, MBA for Professionals Program, Jones Graduate School of Business, Rice University, 2014
- Teaching Excellence Award, MBA for Professionals Program, Jones Graduate School of Business, Rice University, 2013
- Jones Graduate School of Business, Alumni Award for Teaching Excellence, 2012

- Teaching Excellence Award, MBA for Professionals Program, Jones Graduate School of Business, Rice University, 2011
- Teaching Excellence Award, Full time MBA Program, Jones Graduate School of Business, Rice University, 2010
- Teaching Excellence Award, MBA for Professionals Program, Jones Graduate School of Business, Rice University, 2009
- Nominated for the Best Teacher Award, Stephen M. Ross School of Business, University of Michigan, 2005, 2004, 2003.
- Emerald Management Citations of Excellence Award for the paper “Building Firm Capabilities through Learning”, one of the top 50 management articles with proven impact in the previous five years, 2012.
- Best Paper Award, IM Division, Academy of Management Meetings, 2001.
- Booz Allen & Hamilton Best Paper Award, Annual SMS Conference, 2002, 2001
- Best Paper Finalist, Annual Strategic Management Society Conference, 2010, 2004, 2001
- Fellowship for Academic Excellence, Wharton School of Business, 1995-99.
- Scholarship for Academic Excellence (I-Scholar), Indian Institute of Management, Ahmedabad (IIMA), 1988-89.
- University Rank Award, University of Pune, 1983-86.
- National Merit Scholarship, Government of India, 1980-86.

ACADEMIC SERVICE AND PROFESSIONAL APPOINTMENTS

- Member of the Editorial Board: Strategic Management Journal; Journal of International Business; Strategic Organization
- Ad-Hoc Reviewer: Management Science, Academy of Management Journal, Organization Science, Academy of Management Review, Journal of Management, Administrative Science Quarterly, Sloan Management Review.
- Member, Rice University Academy of Fellows to foster intellectual exchange and advance of research through the creation of a dynamic, interdisciplinary community of post-doctoral scholars
- Co-Chair, Jones School Annual Strategy Symposium on Emerging Markets, 2011-2015
- Co-Chair, Professional Development Workshop for the International Management Division, Academy of Management Conference, 2014
- Co-Chair, Strategic Management Society Special India Conference, 2013
- Co-Chair, Strategy Symposium on Emerging Markets, SMS Atlanta Conference Extension, 2013
- Academic Program Chair, Strategic Management Society India Conference, 2008
- Faculty Panel Member. Junior Faculty Consortium, Strategic Management Society Conference, 2008
- Faculty Panel Member, Doctoral Students Consortium, Strategic Management Society, 2006, 2012

- Faculty Panel Member, Doctoral Students Consortium, BPS Division, Academy of Management, 2004 and 2002.

REFEREED PUBLICATIONS

- Business Groups in Developing Capital Markets: Towards a Complementarity Perspective Raveendra Chittoor, Prashant Kale and Phanish Puranam. *Strategic Management Journal*, Vol 36 (9), September 2015.
- The role of organizational mechanisms in preventing leakage of unpatented knowledge. K. Srikanth, Anand Nandkumar and Prashant Kale. *Academy of Management Proceedings*, Aug 2015
- The Design of Equity Ownership Structure in Inter-Firm Relationships: Do Managers Choose According to Theory? Prashant Kale and Phanish Puranam. *Journal of Organization Design*, Vol 2 (2), 2013.
- Performance Effects of Business Group Affiliation: Role of Institutional Change and Selective Intervention. Raveendra Chittoor and Prashant Kale. *Academy of Management Best Paper Proceedings*, August 2011
- Don't Integrate Your Acquisitions, Partner with Them. Prashant Kale and Harbir Singh. *Harvard Business Review*, December 2009.
- What really is Alliance Management Capability and how does it impact Alliance Outcomes and Success? Melanie Schreiner, Prashant Kale and Daniel Corsten. *Strategic Management Journal*, December 2009.
- Strategic Alliances: What do we know, and where do we go from here? Prashant Kale and Harbir Singh. *Academy of Management Perspectives*, Vol 23, August 2009.
- The Global Indian Firm: Growth and Value Creation through Acquisitions. Prashant Kale. *Indian Journal of Industrial Relations*, (ed) Tarun Khanna, Vol 45, July 2009
- Splitting the Pie: Rent Distribution in Alliances and Networks. Jeff Dyer, Prashant Kale and H. Singh. *Managerial and Decision Economics*, Vol 29, 2008.
- Building Firm Capabilities through Learning: The Role of the Alliance Learning Process in Alliance Capability and Firm-Level Alliances Success. Prashant Kale and Harbir Singh. *Strategic Management Journal*, Oct 2007.

- The Impact of Socialist Imprinting and Search on Resource Change: A Study of Firms in Lithuania. Aldas. Kriauciunas and Prashant Kale. *Strategic Management Journal*. July 2006
- The Decline of Emerging Economy Joint Ventures: The Case of India. Prashant Kale and Jaideep Anand. *California Management Review*. Spring 2006
- Where do capabilities come from and how do they matter? A Study in the Software Services Industry. Sendil Ethiraj, Prashant Kale, M.S. Krishnan and J.Singh. *Strategic Management Journal*. January 2005.
- When to Ally and When to Acquire? Jeff. Dyer, Prashant Kale and H. Singh. *Harvard Business Review*. July-Aug 2004.
- Choosing Equity Stakes in Technology Sourcing Relationships: An Integrative Framework. Prashant Kale and Phanish Puranam. *California Management Review*, Spring 2004.
- Acquisition Value Creation in Emerging Markets: An Empirical Study of Acquisitions in India. Prashant Kale. *Academy of Management Best Paper Proceedings*, New Orleans, 2004
- Equity Ownership in Technology Sourcing Relationships: A Decision-Making Perspective. Prashant Kale and Phanish Puranam. *Academy of Management Best Paper Proceedings*, New Orleans, 2004
- Alliance Capability, Stock Market Response and Long-term Alliance Success: The Role of the Alliance Function. Prashant Kale, Jeff Dyer and Harbir Singh. *Strategic Management Journal*, August 2002.
- How to make Strategic Alliances work: The Role of the Alliance Function. Jeff Dyer, Prashant Kale and Harbir Singh. *MIT Sloan Management Review*, July 2001
- Alliance Value Creation and Success in Strategic Alliances: Alliancing Skills and the Role of Alliance Structure and Systems". Prashant Kale, Jeff Dyer and Harbir Singh. *European Management Journal*, October 2001.
- Effects of Market Liberalization on Joint Venture Contributions, Control, Stability and Performance: A Study of International JVs in India. Prashant Kale and Jaideep Anand. *Academy of Management Best Paper Proceedings*, Washington D.C. 2001
- Learning and Protection of Proprietary Assets in Strategic Alliances: Building Relational Capital. Prashant Kale, Harbir Singh and H. Perlmutter. *Strategic Management Journal*, March 2000.

- Alliance Capability and Success: A Knowledge-based Approach. Prashant Kale and Harbir Singh. *Academy of Management Best Paper Proceedings*, Chicago, 1999.

BOOK CHAPTERS AND OTHER PUBLICATIONS

- Innovation in Indian Business Groups. India as a Pioneer of Innovation. Oxford University Press, *forthcoming*.
- The ‘India Way’ of Managing Acquisitions: When Does it Really Work and Why? Prashant Kale. *ISB Insight*, 11 (1), 2013.
- International Expansion through Acquisitions. Prashant Kale and Rajeev Batra. *The New Emerging Market Multinationals* (ed) Amitava Chattopadhyay, Rajeev Batra and Aysegul Ozsomer. McGraw Hill, 2012.
- Characteristics of Emerging Markets Mergers and Acquisitions. Prashant Kale and Harbir Singh. *Handbook of Mergers and Acquisitions* (ed) Satu Terrikangas. Oxford University Press, 2012
- Relating Well: Building Capabilities for Sustaining Alliance Networks. Prashant Kale, Harbir Singh, and John Bell. *The Network Challenge: Strategies for Managing the New Interlinked Enterprise* (eds) Paul Kleindorfer and Yoram (Jerry) Wind. Pearson, 2009
- Relational Capabilities: Drivers and Implications. Harbir Singh and Prashant Kale. *Dynamic Capabilities: Understanding Strategic Change in Organizations* (eds) Constance Helfat. Blackwell, 2007.
- Why Managers Choose Equity Ownership in Inter-firm Relationships. Prashant Kale and Phanish Puranam. *Strategic Alliances: Governance and Contracts* (eds) Africa Arino and Jeff Reuer. Palgrave, Macmillan, 2006.
- Acquisitions in BRIC Economies. Prashant Kale. *Emerging Economies and the Transformation of International Business* (eds) Subhash Jain. Sage, 2006.
- Understanding Partnering Processes and Outcomes: The Contribution of Evolutionary Theory. Prashant Kale and Maurizio Zollo. *Handbook of Strategic Alliances* (eds) Jeff Reuer and Oded Shenker. Sage, 2005
- International Joint Ventures in Emerging Markets: Past Drivers and Future Trends. Jaideep Anand and Prashant Kale. *Handbook of Strategic Alliances* (eds) Jeff Reuer and Oded Shenker. Sage, 2005

- Effects of Market Liberalization on Joint Venture Contributions and Control. Jaideep Anand and Prashant Kale. *Entrepreneurship and Innovation in Emerging Economies* (eds) Arnold Cooper, Sharon Alvarez, Alejandro Carrera, Luiz Mesquita and Roberto Vassolo. Blackwell, 2005.
- Acquisitions and Alliances: Indian Companies and Value Creation. Prashant Kale. *TMTJ Journal of Management*, Dec 2005: 13-18.
- Acquisitions: A Challenging Game for Indian Corporations. Prashant Kale. *Corporate Dossier*, March 2004.
- Alliance Value Creation in E-Businesses – An Empirical Analysis. Sendil Ethiraj, Prashant Kale and Harbir Singh. *Cooperative Strategies and Alliances* (eds) Farok Contractor and Peter Lorange. 2003
- Making Strategic Alliances Work. Prashant Kale and H.Singh. *Innovation: Driving Product, Process and Market Change* (ed) Edward Roberts. 2002.

WORKING PAPERS

- How Developing Country Multinationals (DMNCs) manage their Overseas Acquisitions and what are its Performance Implications? Prashant Kale and Harbir Singh (Revise and Resubmit, *Thunderbird International Business Review*)
- The role of organizational mechanisms in preventing leakage of unpatented knowledge in offshore R&D Centers. K. Srikanth, Anand Nandkumar and Prashant Kale. (Under Review, *Organization Science*)
- Towards a Theory of Multi-business Organizations. Raveendra Chittoor, Prashant Kale and Phanish Puranam.
- When do Acquiring Firms earn Abnormal Returns: A Network Perspective. Eni Gambeta, Xiwei Yi and Prashant Kale
- The Formation of Downstream Alliances: An Empirical Examination of Three Complementary Perspectives. Atul Nerkar, Jaeyong Song and Prashant Kale.

PAPER PRESENTATIONS IN REFEREED CONFERENCES

- The role of organizational mechanisms in preventing leakage of unpatented knowledge in offshore R&D Centers. Wharton Technology and Innovation Conference, Philadelphia, April 2015.

- The role of organizational mechanisms in preventing leakage of unpatented knowledge in offshore R&D Centers. Academy of Management Meetings, Vancouver, August 2015
- Advantage from Value Appropriation: The Role and Impact of Organizational Mechanisms in Protecting Trade Secrets. Annual Strategic Management Conference, Madrid, 2014.
- Innovation in India: The Role and Impact of Business Groups. Wharton School of Business, University of Pennsylvania Conference on Emerging Economies, San Francisco, November 2013.
- Disappearing Institutional Voids: Is Business Group Affiliation Still Valuable? Annual Strategic Management Society Conference, Miami, 2011.
- Performance Effects of Business Group Affiliation: Role of Institutional Change and Selective Intervention. Academy of Management Meetings, San Antonio, 2011
- Overseas Acquisitions by Emerging Multinationals: Creating Value through a Partnering Approach. Academy of Management Meetings, Montreal, 2010.
- Building Capabilities to Manage Alliance Portfolios. Academy of Management Meetings, Montreal, 2010.
- Value Creation in Overseas Acquisitions by Indian Multinationals. Annual Strategic Management Society Conference, Rome, Sept 2010.
- Organizational Form of Business Groups and Diversification Performance: Exploring a Vital Link. Annual Strategic Management Society Conference, Rome, Sept 2010
- Research Challenges in Emerging Economies. Academy of Management Meetings, Chicago, 2009.
- Emerging Indian Multinationals: A Partnering Approach to Acquisitions. Strategic Management Society India Conference, Dec 2008.
- Understanding Alliance Portfolio Capability. Academy of Management Meetings, Anaheim, 2008.
- Strategic Management Society Annual Conference, San Diego, Oct 2007. The Antecedents of Alliance Capability. Prashant Kale. Joint Academic-Industry Symposium on Alliance Management
- Collaborative Capability of the Firm and its Impact on Alliance Processes and Firm Performance. Academy of Management Meetings, Philadelphia, 2007.
- Managing Alliance Portfolios. Academy of Management Meetings, Philadelphia, 2007.
- Acquisition Value Creation in Emerging Markets: The Case of India. Academy of International Business Annual Conference, Beijing, China. 2006
- Managerial Decision-making regarding Governance arrangements in Inter-firm relationships. Academy of Management Meetings, Honolulu, 2005.
- Splitting the Pie: Rent Distribution in Alliances. Academy of Management Meetings, Honolulu, 2005.
- The Alliance Function: What do we really know? Alliance Edge Seminar, Toronto, 2005.

- Equity Ownership in Inter-firm Relationships: A Decision-making perspective. Annual Strategic Management Conference, San Juan, 2004.
- The Alliance Function: Benefits and Challenges. Symposium on New Directions in Strategic Alliance Research. Annual Strategic Management Conference, San Juan, 2004.
- Acquisition Value Creation in Emerging Markets: A Study of Acquisitions in India. Academy of Management Meeting, New Orleans, 2004.
- Choosing Equity Ownership Levels in Technology Sourcing Relationships: A Decision-Making Perspective. Academy of Management Meetings, New Orleans, 2004
- Alliances and Acquisitions as alternative Growth Vehicles. Annual Conference of the Strategic Management Society, Baltimore. 2003.
- The Impact of Environmental Imprinting & Search on Resource Change: An Empirical Study of Firms in Central Europe. Academy of Management Meetings, Denver. 2002
- Alliances v/s. Acquisitions: Choosing Inter-organizational Designs to Manage External Innovation. Annual Conference of the Strategic Management Society, Paris. 2002.
- Evolution of Capabilities and Competitive Advantage: A Case of the Indian Software Industry. Annual Conference of the Strategy Management Society, San Francisco, 2001.
- An Empirical Study of Alliance Value Creation in E-Businesses. Academy of Management Meetings, Washington DC. 2001
- Effects of Market Liberalization on Joint Venture Contributions, Control, Stability and Performance. Academy of Management Meetings, Washington DC. 2001
- E-Business Models and the Role of Alliances. Conference on Strategic Alliances, Institute of Management Development (IMD), Switzerland, June 2001.
- Alliance Capability and its impact on Stock Market Response and Long Term Alliance Success”. Academy of Management Meetings, Toronto, August 2000.
- Splitting the Pie – Creating and Capturing Value in Alliances, Annual Conference of the Strategic Management Society, October 1999. Berlin.
- Alliance Capability and Success: A Knowledge-based Approach. Academy of Management Meetings, August 6-10, 1999. Chicago
- “Building Alliance Competence: A Study of Hewlett Packard”. The Huntsman Center of Global Competition and the Emerging Technologies Management Research Program, May 1998. Philadelphia.
- “Determinants of an Alliance Management Competence: An Empirical Study. Annual Conference of the Strategic Management Society, Nov 1998. Orlando
- “Learning & Protection of Proprietary Assets in Strategic Alliances”. Academy of Management Meetings, August 1998. San Diego.
- “Exploration & Exploitation in Firm R&D”. Global Conference INSEAD, July 1998. Fontainebleau, France.
- “Building Capabilities through Strategic Patenting”. Academy of Management Meetings, August 1997, Boston.

- “Learning & Protection of Proprietary Assets: Building Relation Specific Capital in Strategic Alliances”. Annual Conference of the Strategic Management Society, Nov 1996. Phoenix.
- “Building Patent Portfolios for Strategic Advantage: The case of the Chemical Industry”. Annual Conference of the Strategic Management Society, Nov.1996. Phoenix.
- “Incentive or Inertia: Introducing Cannibalizing Innovations”. Academy of Management Meetings, August 1995.

OTHER PRESENTATIONS AND PARTICIPATION

- Business Groups in Emerging Economies: External and Internal Mechanisms of Value Creation. IMD Strategy Seminar, Lausanne, Switzerland, December 2014
- Business Groups in Emerging Economies: Towards a Complementarity Perspective. Professional Development Workshop, International Management Division, Academy of Management Meetings, Philadelphia, August 2014.
- Alliances in Emerging Economy Contexts – What do we know and where do we go from here? Professional Development Workshop on Inter-organizational Relationships in Emerging Economies, Academy of Management Meetings, Orlando, Aug 2013.
- Leveraging India and China to inform the world. Professional Development Workshop, Academy of Management Meetings, Orlando, Aug 2013
- Business Groups in Emerging Markets: Towards Extinction or Evolution. Strategy Symposium on Emerging Markets, Rice University. April 2012.
- Overseas Acquisitions by Third World Multinationals: Do they create value and how? Sumantra Ghoshal Conference on Managerially Relevant Research. London Business School, May 2011.
- Seminar at Kellogg School of Management. Feb 2010. Joint Venture Evolution and Dynamics in Emerging Economies.
- Seminar at the London Business School. Feb 2009. Emerging Indian Multinationals: Creating Value in Overseas Acquisitions
- Seminar at the Tata Management Training Center. Sept 2008. Indian Multinationals: A Distinctive Approach to International Acquisitions.
- Seminar at the Indian School of Business, Hyderabad. July 2008. Creating Value through Acquisitions: The Case of India.
- Building Alliance Capability: What do we really know? Sumantra Ghoshal Conference on Managerially Relevant Research. London Business School, May 2007.
- How to build Alliance Capability. University of Nijmegen, Netherlands, Oct 2006.
- Strategic Issues in Managing Alliance Portfolios: Professional Development Workshop, Academy of Management Meetings, August 2006
- Equity Ownership in Technology Relationships: Which theoretical considerations really matter and how? The Alliance Edge Conference, Toronto, 2005.

- Resource Attributes or Exchange Attributes: Why Managers Chose Equity Ownership in Inter-firm Relationships. Conference on Strategic Alliances, IESE Barcelona, June 2005.
- The Alliance Function: Benefits and Challenges. The Alliance Edge Conference, Queens University Business School, Kingston, 2004.
- Stability and Performance of Indian Business Groups' Joint Ventures. Conference on "India: Ten Years of Economic Reforms". University of Michigan, 2001.
- Alliance Networks and Value Creation in E-Business. Annual Partners Conference of the Emerging Technologies Research Program, the Wharton School, April 2001.
- Alliance Capability, Stock Market Response, and Long Term Alliance Success". BYU Winter Strategy Conference, March 2000. Provo, Utah.
- Presentations in seminars in Universities such as Northwestern University, University of Minnesota, Purdue University, University of Washington, University of Pennsylvania, University of Connecticut, the London Business School, INSEAD, IMD, Bocconi University, National University of Singapore, the Indian Institute of Management, Indian School of Business, Tata Management Training Center, etc.
- Discussant on papers/panels at the Academy of Management Meetings, BYU Winter Strategy Conference, Annual Strategic Management Conference, Alliance Conference at Bocconi University, Italy, Queen's University Alliance Conference,

CASE WRITING

- Tata Communications: Emerging Markets Growth Strategy. Indian School of Business and Harvard Business School Case Publishing, 2014
- Philips N.V: Building Alliance Management Capability, Wharton Publishing, 2012
- Tata Chemicals: The Acquisition and Integration of Brunner Mond (A) and (B), Wharton Publishing, 2009
- Lipitor: At the Heart of Warner Lambert, University of Michigan Business, 2004
- Infosys Technologies: Global Challenges (A) and (B), Wharton Publishing, 2002

CURRENT RESEARCH PROJECTS

- A study to examine the performance implications of Business Group Affiliation in Emerging Economies – and – to Understand the Mechanisms through which the Group Center adds values to group affiliated companies
- A theoretical and empirical study to conceptualize and test attributes of effective alliance managers.

- A study to examine the organizational mechanisms that firms can use to protect their unique but unpatented knowledge (in the context of off-shore R&D and new product development)
- A study to identify and evaluate the distinctive ‘approach to doing acquisitions’ for international expansion, by emerging multinationals from developing economies.

TEACHING

- Executive Forum on Leadership and Strategy (Executive MBA Program): Jesse H. Jones Graduate School of Business, Rice University.
- Strategy Core Course (Full time MBA and MBA for Professionals): Jesse H. Jones Graduate School of Business, Rice University
- Strategy Capstone Course (Executive MBA Program): Jesse H. Jones Graduate School of Business, Rice University.
- Elective Course on Healthcare Strategy (Full-time, Executive and Professional MBA Program): Jesse Jones Graduate School of Business, Rice University.
- Strategy PhD Seminar of Acquisitions and Alliances Research: Jesse H. Jones Graduate School of Business, Rice University.
- Strategy Core Course (MBA Program): Stephen M. Ross School of Business, University of Michigan.
- Elective Course on the Strategic Management of Alliances (MBA Program): Stephen M. Ross School of Business, University of Michigan.
- Corporate Strategy Core Course (BBA Program): Stephen M. Ross School of Business, University of Michigan.
- Management of Strategic Alliances: Aresty Institute of Executive Education, Wharton School of Business and Executive Education Program, Kellogg School of Management
- Executive Education Programs on Strategic Management, Strategic Alliances and Acquisitions: Jones Graduate School of Business, Rice University; Ross School of Business, University of Michigan.

INDUSTRY EXPERIENCE

- Yonex Ltd., Japan: Regional Manager for South and South East Asia. 1993-94.
- Johnson & Johnson Inc.: Regional Manager (India) for the Personal and Consumer Products Group. 1991-1993.
- ICI Plc: Exports Manager, Asia and Africa Region, Fibers and Specialty Chemicals Division. 1989-1991.
- Siemens Gmbh: Product Design Engineer, Medical Diagnostics Group. 1986-87.
- Member of the Board of Directors: Ruksun Software Ltd, 1999 onwards; Jumpstartup Fund Advisors, 2000 onwards; CC Engineers and Consultants, 2002 onwards.