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EDUCATION

- 1995 Ph.D., Business Economics, Harvard University
- 1988 M.S.M., Sloan School of Management, MIT
- 1984 B.A., Economics, Stanford University
- 1984 B.A., Political Science, Stanford University

ACADEMIC APPOINTMENTS

- 2003- Ross School of Business, University of Michigan

Professor of Business Administration.

Research focuses on business strategy and industrial dynamics in emerging markets. Courses include: *Business Strategies in Emerging Markets* (MBA), *Becoming an International Manager* (EE), *Global Business* (EE), and *International Management* (EMBA).

Executive Director, William Davidson Institute.

The William Davidson Institute is a non-profit, research and educational institute at Michigan's Ross School of Business. The Institute's mission is to create, aggregate, and disseminate intellectual capital on business and policy issues in emerging market economies. This is done via sponsored research, conferences, publications, student projects, executive education programs, capacity building initiatives for development agencies, and outreach programs to bring best practice to new audiences.

- 1995-2003 Harvard Business School
Associate Professor (2000-2003)
Assistant Professor (1995-2000)

Courses included: *New Opportunities in Emerging Markets* (MBA); *Business, Government, and the International Economy* (MBA); *Creating Modern Capitalism* (MBA); *The Economics of Markets* (MBA); and *Corporate and Competitive Strategy* (EE). Published more than 60 case studies and notes on business issues in emerging markets. Annual sales of case materials consistently exceed 50,000.

NON-ACADEMIC EXPERIENCE

- 1995- Private Consulting,
Have worked with clients on five continents on a range of strategy and executive development issues. Selected clients include: Casablanca Finance Group (Morocco); ChrysCapital (India), The Eastman Chemical Company (U.S.), Enterprise Investors (Poland), FSI International (South Africa), IBM (many geographies), The International Generating Company (Philippines), LaFarge (France); Mavesa (Venezuela), and Tyco International (many geographies).
In addition, have worked with more than a dozen Fortune 500 companies and many smaller firms to design and deliver custom executive education programs.
Current advisory positions include: Advisory Board, Chrysalis Capital (India); Advisory Board, Janeeva (US/India). Prior advisory positions include: Board Member, JobsAhead (India); Board Member, Powershare (US/India); Board Member, Polish American Printing Association (Poland); Board Member, Haste International (Poland); Board Member, Dziennik Krajowy (*National Daily*, Poland); Investment Committee, Russia New Growth Fund.

- 1991-1995 Vice President (Partner), Enterprise Investors, Warsaw, Poland.
Poland-focused venture capital firm with over \$400 million under management. Was responsible for monitoring portfolio investments, workouts, and new investments in the printing/publishing, light manufacturing, and media sectors.
- 1988-1990 Manager, Quantum Associates, Inc., Lynnfield, MA,
One of nine founding employees. Firm combined analytic strategy advice with a focus on client management development. Worked with clients in the high technology, insurance, retailing, agribusiness, and power generation industries.
- Summer 1987 Associate Product Manager, Microsoft Corporation, Redmond, WA.
- 1984-1986 Manager, The Chase Manhattan Bank, New York, NY,
Completed Management Development Program. Post-training program assignments included Private Banking, Check Processing, and Standby Letter of Credit.

PUBLICATIONS

Research Materials

1. "Trade, Foreign Investment, and India's Prospects for Development," in *India Agenda Monitor*, (eds.), K. Schwab and C. Mathur, (World Economic Forum), 2003
2. "Survivorship and the Economic Grim Reaper," (with George Baker), *The Journal of Law, Economics & Organization*, vol. 18, No 2, October 2002.
3. "Strategy Fads and Competitive Convergence: An Empirical Test for Herd Behavior in Prime-time Television Programming," *Journal of Industrial Economics*, vol. L, March 2002.
4. "Policy Reform, Globalization, and New Opportunities in Emerging Markets," Harvard Business School Working Paper, November 2000.
5. "External Liberalization and Foreign Presence: Cross-Industry Evidence from Central Europe," *Journal of Economics and Management Strategy*, vol. 9.2, summer 2000.
6. *Globalization and Development: Cases in National Economic Strategies*, (with Richard H. K. Vietor), Fort Worth, TX: The Dryden Press, 2000.
7. *Globalization and Development: Cases in National Economic Strategies—Teaching Manual*, (with Richard H. K. Vietor), Fort Worth, TX: The Dryden Press, 2000.
8. "The Effect of Bankruptcy Filings on Rivals' Operating Performance: Evidence from 51 Large Bankruptcies," *The International Journal of the Economics of Business*, vol. 7.1, February 2000.
9. "Competitive Shocks and Industrial Structure: The Case of Polish Manufacturing," (with Pankaj Ghemawat), *The International Journal of Industrial Organization*, vol. 17, August 1999.
10. "Competitive Policy Shocks and Strategic Management," (with Pankaj Ghemawat and Tarun Khanna), in *Managing Strategically in an Interconnected World*, (eds.) M.A. Hitt, J. Ricart i Costa, and R. Nixon, (John Wiley and Sons), 1998.
11. "A Tale of Two Economies: Economic Restructuring in Post-Socialist Poland," *World Development*, v25.6, June 1997.

Teaching Cases and Notes

International Business: Michigan and Davidson Institute Cases and Notes

1. The Global Business Environment, August 2004.
2. Going Global (A): General Motors, August 2004.
3. Going Global (B): eBay, August 2004.
4. Going Global (C): Infosys, August 2004.
5. Going Global (D): Apollo Hospital Systems, August 2004.
6. Going Global (E): Embraer, August 2004.
7. Going Global (F): Haier, August 2004.
8. Going Global (G): MTV India, August 2004.
9. Global Business in the Next 25 Years, classroom video, July 2004

Materials on the Globalization of Service Activities (Offshoring)

10. All America Insurance, January 2004.
11. Exporting IT-Enabled Services from Emerging Markets, January 2004.
12. IT-Enabled Services (A): Healthscribe India, January 2004.
13. IT-Enabled Services (B): Transworks, January 2004.
14. IT-Enabled Services (C): GE Capital International Services, January 2004.
15. IT-Enabled Services (D): Spectramind eServices, January 2004.
16. IT-Enabled Services (E): Bechtel India, January 2004.
17. IT-Enabled Services (F): Teleradiology Solutions Inc., January 2004.
18. IT-Enabled Services (G): Offshore Gambling, January 2004.
19. IT-Enabled Services (H): The Cheap Decade, January 2004.

Materials on Nominal and Real Exchange Rates:

20. Exchange Rate Terminology and Analytics, September 2003.
21. Exchange Rate Exercise, September 2003.

Materials on Cross Border Valuation Issues:

22. Project Valuation in Emerging Markets, November 2003.
23. Project Valuation Exercise, November 2003.

Business Strategies in Emerging Markets: HBS Cases and Conceptual Notes

24. Banco Solidario: The Business of Microfinance, (HBS# 702-019).
25. Casablanca Finance Group, (HBS# 700-063).
26. Casablanca Finance Group classroom video.
27. Chrysalis Capital: Venture Capital in an Emerging Market, (HBS# 701-136).
28. Chrysalis Capital classroom video.

29. E-Hub Nigeria (A), (HBS# 701-066).
30. Economic Liberalization and Industry Dynamics, (HBS# 700-075).
31. Expatriate Management: A Brief Introduction, (HBS# 700-098).
32. Houses for Africa, (HBS# 799-041).
33. Houses for Africa Teaching Note (HBS# 799-100).
34. Houses for Africa classroom video.
35. InterGen and the Quezon Power Project: Building Infrastructure in Emerging Markets, (HBS# 799-057).
36. InterGen and the Quezon Power Project: Building Infrastructure in Emerging Markets Teaching Note, (HBS# 799-102).
37. InterGen and the Quezon Power Project classroom video.

Materials on Business–Government and Business–Labor Relations:

38. The Han Young Labor Dispute (A), (HBS# 799-084).
39. The Han Young Labor Dispute (B): Winter 1997-1998, (HBS# 700-018).
40. The Han Young Labor Dispute (C): Spring-Summer 1998, (HBS# 700-019).

Materials on the Business of Ecotourism:

41. The CAMPFIRE Program: Wildlife Management in Zimbabwe, (HBS# 799-082).
42. Ecotourism: A Brief Introduction, (HBS# 700-099).

Materials on Corruption in International Business:

43. Corruption in International Business (A), (with R. Di Tella, HBS# 701-128).
44. Corruption in International Business (B), (with R. Di Tella, HBS# 701-129).

Materials on Currency Crises:

45. Currency Crises, (HBS# 799-088).
46. Currency Crises classroom video.
47. Currency Crises Teaching Note, (HBS# 799-097).
48. Note on Currency Crises, (HBS# 799-089).

Materials on the Development of the Internet in an Emerging Market Context:

49. The Development of the Internet in China (A): Challenges and Opportunities, (HBS# 700-093).
50. The Development of the Internet in China (B): Chinadotcom Corporation, (HBS# 700-094).
51. The Development of the Internet in China (C): Sohu.com, (HBS# 700-095).
52. The Development of the Internet in China (D): Perspectives on the Industry and Firms, (HBS# 700-096).

Materials on Privatization and Labor Relations:

53. Identifying and Realizing Investments in Eastern Europe (A), (with R. Goldberg, HBS# 701-086).
53. Identifying and Realizing Investments in Eastern Europe (B), (with R. Goldberg, HBS# 701-087).
55. Mavesa (A): Business Strategy Amid Economic and Political Turmoil, (HBS# 700-041).

56. Mavesa (A) classroom video.
57. Mavesa (B): International Strategy and Valuation Concerns, (HBS# 701-075).
58. Mavesa (B) classroom video.
59. Offshore Corporations: A Brief Introduction, (HBS# 799-119).
60. The Pharmaceutical Industry and the AIDS Crisis in Developing Countries, (HBS# 701-136).
61. R.R. Donnelley: Expanding into Eastern Europe, (HBS# 799-083).
62. Tata Consultancy Services: High Technology in a Low-income Country, (HBS# 700-092).

Business, Government, and the International Economy: HBS Cases and Conceptual Notes

63. Chile: The Latin American Tiger?, (HBS# 798-092).
64. Chile: The Latin American Tiger? Teaching Note, (HBS# 799-092).
65. China: Facing the 21st Century, (HBS# 798-066).
66. China: Facing the 21st Century, Teaching Note, (HBS# 799-093).
67. The Economic Gains from Trade: Comparative Advantage, (with Nancy Koehn, HBS# 796-183).
68. The Economic Gains from Trade: Theories of Strategic Trade, (HBS# 796-184).
69. Fiscal Policy, (HBS# 797-076).
70. Gerber Products Company: Investing in the New Poland—Updated Computer Supplement, (computer exercise, HBS# 798-025).
71. India in 1996, (HBS# 798-065).
72. India in 1996, Teaching Note (HBS# 799-094).
73. National Income Accounting, (HBS# 797-075).
74. Shock Therapy in Eastern Europe: Economic Reform in Poland and Czechoslovakia, (HBS# 797-068).
75. Shock Therapy in Eastern Europe: Economic Reform in Poland and Czechoslovakia, Teaching Note, (HBS# 799-064).
76. Social Security Reform, (HBS# 799-011).
77. Social Security Reform, Teaching Note, (HBS# 799-095).
78. Transition to a Market Economy: The Components of Reform, (HBS# 797-080).

Corporate Strategy: HBS Cases and Conceptual Notes

79. Tyco International (A), (with Cynthia Montgomery, HBS# 798-061) *(TN# 701-134).

PROFESSIONAL ACTIVITIES

- 1993- Member, American Economic Association.
1994- Member, Academy of Management.
1995- Member, Academy of International Business.
1996- Member, Strategic Management Society.
1993- Referee. Periodic referee for:

The American Economic Review,
Contemporary Economic Policy
The Journal of Industrial Economics,
The Quarterly Journal of Economics,
The Sloan Management Review
World Development.

The Business History Review,
The Journal of Economics and Management Strategy,
The Journal of Law, Economics and Organization,
The Review of Economics and Statistics,
The Strategic Management Journal, and

Have reviewed book manuscripts for:

Addison Wesley Publishing,
HarperBusiness,
Harvard Business School Publishing.

The Free Press,
Harvard University Press, and