

CURRICULUM VITA

Mark Thomas Shanley

PERSONAL

UIC - College of Business (MC 075)
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EDUCATION

Ph.D., University of Pennsylvania, 1987
M.A., University of Pennsylvania, 1985
B.S.F.S., Georgetown University, 1976

DISSERTATION

Post-Acquisition Management Approaches: An Exploratory Study (Committee: John Kimberly (chair), Harbir Singh, Graham Astley, Erin Anderson, Colin Camerer)

ACADEMIC AND ADMINISTRATIVE POSITIONS

Professor of Management and Associate Dean
College of Business Administration, University of Illinois at Chicago, 2009-Present

- Courses Taught: Corporate Strategy; Ph.D. Seminar in Entrepreneurship
- Responsibility for graduate business programs (MBA, CMBA, MSA, MIS, MRE) and new program development
- Responsibility for AACSB Assurance of Learning Assessment and Compliance
- Member UIC Research Advisory Council 2009-2011
- Acting Department Head (Managerial Studies) – Spring 2011
- Chaired revision of CBA undergraduate curriculum – 2011-2012: First revision of undergraduate core and general education requirements in over a decade; new curriculum approved and scheduled to begin in Fall 2013

Professor of Management and Department Head, Managerial Studies Department
(Organizational Behavior/Human Resource Management; Marketing; Entrepreneurship, Strategy), College of Business Administration, University of Illinois at Chicago, 2005-2009

- Courses Taught: Seminar in Policy; Corporate Strategy; Ph.D. Seminar in Strategy
- CIC Academic Leadership Program Fellow (2008-2009)
- Responsibility for faculty recruiting
- Responsibility for faculty/staff performance review
- Responsibility for departmental P&T
- Additional budgeting and program planning responsibilities
- Assisted in bringing the Strategic Management Society offices to UIC

Associate Professor of Strategic Management (with tenure), Krannert Graduate School of Management, Purdue University, 1999-2005

- Courses Taught: Strategic Management I, II, III; Ph.D. Seminar in Strategy (Business Strategy); Ph.D. Seminar in Strategy and Organization; Seminar in E-Commerce; Multiple MBA core course teaching awards; Redesigned MBA Strategic Management course sequence
- Taught in Purdue Executive Program in Hannover, Germany

Associate Professor of Management and Strategy, Kellogg Graduate School of Management, Northwestern University, 1993-1999

- Courses Taught: Management of Organizations (Strategy); Global Issues in Management Classes (Eastern Europe; China)
- Academic Director for the Kellogg-Andersen Consulting ABM Program (1996-1999) - This was an executive education program bringing mid-level Andersen Consultants from all major offices worldwide for an intensive (25 class hours/week) summer program.

Visiting Associate Professor of Management and Strategy, Kellogg Graduate School of Management, Northwestern University, 1991-1993

- Courses Taught: Management of Organizations (Strategy); International Independent Study (Poland and Hungary)

Assistant Professor of Policy and Organizational Behavior, Graduate School of Business, University of Chicago, 1986-1991

- Courses Taught: Organization Structure and Process; Business Policy; Industrial Organization and Strategic Analysis; Mergers and Acquisitions

Instructor, School of Business, Fairfield University, 1984-1986

- Courses Taught: Business Policy; Organization Theory; Organization Behavior

Instructor, Wharton School, University of Pennsylvania, 1982-1984

- Courses Taught: Organization Theory; Principles of Management; Course Administrator for Principles of Management (1982-1983)

RESEARCH PUBLICATIONS

Yurov, K, Yurova, Y. and Shanley, M. "Strategic Competition in Healthcare Information Services: An Economic Analysis," *International Journal of Information Systems and Change Management*, In press.

Drnevich, P., Brush, T., and Shanley, M. "Strategic Implications of Information Technology for Resource and Capability Outsourcing Decisions," *International Journal of Decision Support System Technology*. In press.

Yin, X. and Shanley, M. "Governance Structure and Organizational Learning in Franchising," *International Journal of Strategic Change Management*, Special Issue on Governance (J. Mahoney, ed.). 2010.

Wu, J. and Shanley, M. "Knowledge stock, exploration and innovation: An empirical study in the U.S. electromedical device industry." *Journal of Business Research*, 2009.

Yin, X. and Shanley, M. "Industry Determinants of the "Merger-versus-Alliance" decision." *Academy of Management Review*, Vol 33 (2), 473-491, 2008.

Shanley, M. "Strategy versus Entrepreneurship (comment)" *Strategic Entrepreneurship Journal*, Vol 1 (1-2), 2007.

Shanley, M. and Peteraf, M. "The centrality of process." *International Journal of Strategic Change Management* , Vol. 1 (1-2), 2006.

Drnevich, P., Hahn, J., and Shanley, M. "Towards a strategic perspective of information technology." Forthcoming in Walters, B. and Tang, Z. (eds.) *IT-Enabled Strategic Management*. Hershey, PA: The Idea Group, 2006.

- Shanley, M. and Peteraf, M. "Balancing Theory and Technique: Methodological Issues in Strategic Groups Research." In Ketchen, D. and Bergh, D. (eds.). ***Research Methodology in Strategic Management*** (Vol. 2). Oxford, UK: Elsevier, 2005.
- Drnevich, P. and Shanley, M. "Multilevel Issues for Strategic Management Research: Implications for Creating Value and Competitive Advantage." Forthcoming in Dansereau, F. and Yammarino, F.J. (eds.). ***Research in Multi-Level Issues*** (Vol. 4). Oxford, UK: Elsevier, 2005.
- Shanley, M. and Peteraf, M. "Deploying, Leveraging, and Accessing Resources Within and Across Firm Boundaries." ***Managerial and Decision Economics***, **25**, (2004).
- Shanley, M. and Peteraf, M. "Vertical Group Formation: A Social Process Perspective." ***Managerial and Decision Economics***, **25**, (2004).
- Dranove, D., Hughes, E., and Shanley, M. "Organizational and Economic Factors Associated with HMO Formulary Adoption Decisions." ***Health Services Research***, Vol. 38: February 2003.
- Besanko, D, Dranove, D., and Shanley, M., "Exploiting a Cost Advantage and Coping with a Cost Disadvantage," ***Management Science***, Vol. 47, No. 2, February 2001.
- Langfred, C. and Shanley, M. "Small group research: Autonomous teams and progress on issues of context and levels of analysis". In R. Golembiewski (Ed.), ***Handbook of Organizational Behavior***, 2nd ed. New York: Marcel Dekker, 2001.
- Shepherd, D., Douglas, E., and Shanley, M., "New Venture Survival: Ignorance, External Shocks and Risk Reduction Strategies," ***Journal of Business Venturing***, 2000.
- Choi, Y. and Shanley, M. "A new venture's honeymoon period: Knowledge, resources, and real options reasoning," ***Best Paper Proceedings of the Academy of Management***, Toronto Meetings, 2000.
- Dranove, D, Peteraf, M., and Shanley, M., "Do Strategic Groups Exist? An Economic Framework for Analysis," ***Strategic Management Journal***, Vol. 19, 1998.

- Shanley, M. and Langfred, C. The importance of organizational context: An empirical test of work group cohesiveness and effectiveness in two government bureaucracies. *Public Administration Quarterly*, 21(4), 1998.
- Peteraf, M. and Shanley, M., "Getting to Know You: A Theory of Strategic Group Identity," *Strategic Management Journal*, Special Summer Issue, Vol. 18, 1997.
To be reprinted in Maritan, C.A., and Peteraf, M.A. (eds.) *Competitive Strategy*. Cheltenham, UK: Edward Elgar. In Press.
- Langfred, C. and Shanley, M. "The importance of organizational context: A conceptual model of cohesiveness and effectiveness in work groups." *Public Administration Quarterly*, 21(3), 1997.
- Peteraf, M. and Shanley, M. "Social Learning and the 'Fundamental Paradox' of Transaction Cost Economics," In Shrivastava, P., Huff, A., and Walsh, J. (eds.), *Advances in Strategic Management*. Greenwich, CT: JAI Press, 1997 (Vol. 12).
- Shanley, M., "Straw Men and M-Form Myths: Comment on Freeland." *American Journal of Sociology*, Vol. 102, 1996.
- Dranove, D., Durkac, A., and Shanley, M., "The Performance of Multihospital Systems in California." *Health Affairs*, Spring 1996.
- Hirsch, P. and Shanley, M., "The Rhetoric of Boundaryless," in Arthur, M. and Rousseau, D. (eds.), *Boundaryless Careers: Employment in the New Organizational Era*. New York: Oxford University Press, 1996.
- Correa, M. and Shanley, M., "Coping Bureaucracies in Turbulent Times: Task, Structure, and Defense in the Delivery of Child and Family Services." In West, K.L., Hayden, C. and Sharrin, R.M. (eds.), *Community or Chaos: Proceedings of the Eleventh Scientific Meeting of the A.K. Rice Institute*. Jupiter, FL: A.K. Rice Institute, 1995.
- Dranove, D, and Shanley, M. "Cost Reductions or Reputation Enhancement as Motives for Mergers: The Logic of Multihospital Systems," *Strategic Management Journal*, 1995.
- Shanley, M. "Determinants and Consequences of Post-Acquisition Change." in Vonkrogh, G., Sinatra, A. and Singh, H. (eds.) *Managing Corporate Acquisition: A Comparative Analysis*. New York: MacMillan, 1994.

- Dranove, D., Shanley, M. and White, W. "Price and Concentration in Hospital Markets: The Switch from Patient-Driven to Payor-Driven Competition." *Journal of Law and Economics*, Vol. 36, 1993.
- Dranove, D., Shanley, M. and Simon, C. "Is Hospital Competition Wasteful?" *Rand Journal of Economics*, Vol. 23, Summer 1992.
- Shanley, M. and Correa, M. "Perceived Versus Actual Agreement in Acquisition Integration." *Strategic Management Journal*, Vol. 13, May 1992.
- Kenney, R.E., Lyngaas, S.D., and Shanley, M. "Is Software Selection Task-Dependent in Intermediate Accounting?" *Journal of Accounting and Computers*, Fall 1992, 59-70.
- Dranove, D., Shanley, M. and White W., "How Fast are Hospital Prices Really Rising?" *Medical Care*, Vol. 29, August 1991.
- Fombrun, C. and Shanley, M., "What's in a Name? Reputation-Building and Corporate Strategy." *Academy of Management Journal*, Vol. 33 (2), June 1990.
- Dranove, D. and Shanley, M., "A Note on Relational Aspects of Hospital Market Definition." *Journal of Health Economics*, Vol. 8, 1989.
- Klavans, R., Shanley, M. and Evan, W., "Innovation and Entrepreneurship: The Management of Internal Corporate Ventures." *Columbia Journal of World Business*, Summer 1985.
- Shanley, M. and Zajac, E., "Issues in Strategic Decision Making." *Proceedings of the Eastern Academy of Management*, 1985.

BOOK

- Besanko, D., Dranove, D., Shanley, M., and Schaefer, S. *Economics of Strategy, 5th ed.* New York: John Wiley, 2010. (Sixth Edition revision is under contract and in preparation – expected Fall 2012. Translations are available in Chinese, French, German, Italian, Japanese, Korean, Portuguese, and Spanish.)

MONOGRAPH

Shepherd, D. and Shanley, M., *New Venture Strategy*. Thousand Oaks, CA: Sage, 1998.

OTHER ACADEMIC PUBLICATIONS

Shanley, M., Review of N. Dannhaeuser's *Two Towns in Germany: Commerce and the Urban Transformation*, *American Journal of Sociology*, Vol. 102, 1997: 1183-1185.

Correa, M.E. and Shanley, M., "Getting What You Pay For: An Intergroup Perspective on Acquisition Integration," *Handbook of Business Strategy*, 1994: 316-327.

Shanley, M., Review of W. Baker's *Networking Smart*, *Academy of Management Executive*, May 1994: 85-86.

Shanley, M., Review of R. Burt's *Structural Holes*, *American Journal of Sociology*, January 1994: 1085-1086.

Shanley, M., "It Matters What Managers Think: A Cognitive Approach to Identifying Strategic Industry Groups," *Academy of Management Executive*, Vol. 8, November 1993: 82-83.

Shanley, M. Review of N. Brunsson's *The Organization of Hypocrisy*. *American Journal of Sociology*, Vol. 97, 1991: 251-52.

WORK IN PROGRESS

Besanko, D., Dranove, D., Shanley, M., and Schaefer, S. *Economics of Strategy*, 6th ed. This is a significant revision of the text, with major enhancements in both content and in the inclusion of international case examples. The revision has been completed and is in press with an expected publication date of Fall 2012.

Yurov, K., Yurova, J., Shanley, M., and Greenstein, S. "The Role of Geographic Location in the Acquisition Strategies of High Technology Firms: Evidence From the Computer Networking Equipment Industry." This paper is under revision at the *Thunderbird International Business Review*. This study is based on Yurov's dissertation work

assessing the role of economic geography in acquisition decisions and focusing on co-location in situations involving extensive tacit knowledge.

Yin, X., Lee M., and Shanley, M. "Industry Determinants of the Make versus Buy Decision: An Empirical Examination of Selected Manufacturing Industries." This is multiple industry analysis of the hypotheses raised in Yin and Shanley (AMR 2008), using SDC Platinum and COMPUSTAT data. This is a major revision of a prior conference presentation that is being prepared for submission to a strategy journal.

Shanley, M. and Downing, J. "A Resource Based Perspective on Corporate Capabilities." This is a conceptual paper examining the economic nature of corporate resources and capabilities to expand conventional resource based approaches to corporate actors. It is being prepared for submission to a strategy journal.

Thompson, P., Shanley, M., and McWilliams, A. "Shared Capitalism and Corporate Strategy." This revises work done by Thompson in conjunction with coauthors as part of a Beyster Fellowship to study employee ownership programs in major firms. It is being prepared for submission to a Human Resource Management journal.

SELECTED PRESENTATIONS

Thompson, P., Shanley, M., and McWilliams, A. "Shared Capitalism and Corporate Strategy: A Resource Based Examinations ESOPs and Strategic Human Capital Programs." Paper for the Beyster Fellowship Conference, Rutgers University, New Brunswick, NJ, 2011.

Yurov, K, Yurova, Y. and Shanley, M. "On Strategic Issues Of Competition In Healthcare Information Markets: Related Diversification And Product Line Investments." Paper for the 2007 Strategic Management Society Meeting.

Yin, X., Shanley, M, and Lee, M. An Empirical Study of Industry Predictors of the "Merger versus Alliance" Decision. Paper at 2005 Academy of Management Meetings.

Shanley, M. and Peteraf, M. "The centrality of process." Presented by invitation at the 2005 *Organization Studies* Summer Theory Workshop, Santorini, Greece.

Drnevich, P. and Shanley, M. "Value creation and competitive advantage: Towards a multilevel perspective." Paper presented at the 2004 SMS Meetings.

Yin, X. and Shanley, M. "Industry Determinants of the "Merger versus Alliance" Decision." 2003 Academy of Management Meetings, Baltimore, MD.

Choi, Y. and Shanley, M. “A new venture’s honeymoon period: Resources, knowledge, and real options reasoning.” 2000 Academy of Management Meetings, Toronto, Canada.

Langfred, C. and Shanley, M. “Reputation Building and Rose Bowls”–1997 National Academy of Management meetings, Boston, MA.

Langfred, C. and Shanley, M. “Cohesiveness and Effectiveness: A Study of Work Groups in Two Types of Government Bureaucracies” -- Presented at the 1996 National Academy of Management Meetings, Cincinnati, Ohio, August 1996.

PROFESSIONAL ACTIVITIES

Member: Academy of Management; Strategic Management Society
Academy of Management BPS Teaching Committee (Chair- 2010-2011)
Chair of PDW session on Strategic Human Capital; AoM Meetings in Montreal, 2010
Chair of committee to select best paper of 2001 *Academy of Management Review*.

Editorial Boards: *Strategic Management Journal*; *Strategic Entrepreneurship Review*;
Academy of Management Review(1996-2004); *Journal of Strategic Management Education*; *International Journal of Strategic Change Management*.

Ad Hoc reviewer: *Academy of Management Journal*, *Academy of Management Review*,
American Journal of Sociology, *Management Science*, *Organization Science*, *Health Affairs*, *Inquiry*, *Administrative Science Quarterly*, *Journal of Management Studies*,
American Economic Review, *Organization Studies*, and *Health Services Research*.

Ad Hoc conference reviewer: Academy of Management; Strategic Management Society.

AWARDS

CIC Academic Leadership Program Fellow (2008-2009). I was one of five UIC faculty/administrators selected to participate in a one year leadership development program. This involved two areas of activity throughout the year. The first was a series of group interviews with senior leaders and administrators on the UIC campus. The second involved participation in three weekend visits to schools in the CIC (Committee on Institutional Cooperation) to network with fellows from other CIC schools and hear presentations from senior leaders at host schools. Host schools for the 2008-2009 year

were UIC, Michigan, and Iowa.

Along with David Dranove, I was recognized in 1996 by the American Academy of Medical Administrators as winner of the Marriott Corporation Health Care Services Faculty Publication of the Year Award for "Cost Reductions or Reputation Enhancement as Motives for Mergers: The Logic of Multihospital Systems," *Strategic Management Journal*, Vol. 16, 1995: 55-74.

Along with David Dranove and Carol Simon, I was recognized in 1993 by the American Academy of Medical Administrators as winner of the Marriott Corporation Health Care Services Faculty Publication of the Year Award for "Is Hospital Competition Wasteful?" *Rand Journal of Economics*, vol. 23 (2), 1992: 247-262.

In 1994, along with David Dranove and Will White, I was runner-up for the Marriot Corporation Health Care Services Faculty Publication of the Year Award for "Price and Concentration in Local Hospital Markets," *Journal of Law and Economics*, vol. 36 (1), 1993: 179-204.

DOCTORAL COMMITTEE MEMBERSHIPS (COMPLETED)

(Listed from earliest to most recent)

Name	Current Affiliation
Mary Correa	Skidmore College (emerita)
Matt Kraatz	University of Illinois
James Westphal	University of Michigan
Mike Lounsbury	University of Alberta
Xiaoli Yin	Baruch University - CUNY
Roberto Vassolo	IAE (Argentina)
Luiz Mesquita	Arizona State University
Paul Mudde	Grand Valley State College
Weiru Chen	INSEAD (Singapore)
Jonathan O'Brien	University College Dublin, Ireland
Natalia Weisz (Ch)	IAE (Argentina)
Yoon-Suk Baik (Ch)	KAIST Korean Advanced Institute of Science and Technology
Jason Wu (Ch)	University of International Business and Economics (Beijing)
Derek Ruth	Purdue University – Calumet Campus
Paul Drnevich	University of Alabama
John Burr	Purdue University
Kirill Yurov	Macon State College

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