

## ***KIMBERLY M. ELLIS***

Michigan State University  
Broad Graduate School of Management  
Department of Management  
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## **EDUCATION**

**2000**

**Ph.D. in Strategic Management**

Florida State University  
Tallahassee, Florida

**Dissertation Topic:** Outcomes in Related Acquisitions of Similar-sized firms: The Effects of Integration Approach and Process Management

**Dissertation Advisor:** Bruce T. Lamont

**Committee Members:** K. Michele Kacmar, David J. Ketchen, V. Sambamurthy

**1992**

**Certified Public Accountant** (Licensed in Virginia)

**1991**

**Bachelor of Science in Accounting**

North Carolina Agricultural & Technical State University  
Greensboro, North Carolina

## **ACADEMIC EXPERIENCE**

**2000-present**

**Assistant Professor of Management**

Eli Broad Graduate School of Management  
Michigan State University

**1997-2000**

**Research and Teaching Assistant**

College of Business  
Florida State University

## **RESEARCH INTERESTS**

Building primarily on theories pertaining to organizational change and corporate-level strategy as well as the process perspective of acquisitions, my current research examines the acquisition integration process. This research develops and tests models that incorporate varying dimensions of the integration process and their effects on post-acquisition outcomes. A second area of research interest focuses on two critical elements of a firm's corporate social responsibility – its environmental management strategies and diversity initiatives. This research draws mainly on the stakeholder perspective, institutional theory, and the resource-based view of the firm to further explore the linkage between drivers of a firm's social performance and its financial performance.

## PUBLICATIONS

- Ellis, K. and Lamont, B. 2004. "Ideal" Acquisition Integration Approaches In Related Acquisitions Of Equals: A Test Of Long-Held Beliefs, In **Advances in Mergers and Acquisitions**, Cooper, C. and Finkelstein, S. (editors), pg. 83-104. JAI Press: New York.
- Ellis, K. 2004. Managing the Acquisition Process: Do Differences Actually Exist Across Integration Approaches, In **Mergers and Acquisitions: Creating Integrative Knowledge**, Pablo, A. and Javidan, M. (editors), pg. 113-132. Blackwell Publishing: Oxford, UK.
- Cordano, M., Frieze, I., and Ellis, K. 2004. Entangled Affiliations and Attitudes: An Analysis of the Influences on Environmental Policy Stakeholders' Behavioral Intentions. **Journal of Business Ethics**, 49(1): 27-40.
- Cordano, M., Ellis, K., and Scherer, R. 2003. Creating Natural Capitalists: Increasing Business Students' Environmental Sensitivity. **Journal of Management Education**, 27(2): 144-157.
- Ellis, K., Cordano, M., and Lamont, B. 2002. The Altering of a Firm's Environmental Management Capability During the Acquisition Integration Process, In **Research on Corporate Sustainability**, Sharma, S. and Starik, M. (editors), pg. 187-204. Edward Elgar Publishing: Boston, MA.
- Lamont, B., Sambamurthy, V., Ellis, K. and Simmonds, P. 2000. The Influence of Organizational Structure on the Information Received by Corporate Strategists of Multinational Enterprises, **Management International Review**, 40 (3): 231-252.
- Ellis, K. 2000. Strategic Contexts, Knowledge Flows and The Competitiveness of MNCs: A Procedural Justice Approach, **Competitiveness Review**, 10 (1): 9-24.

## PAPERS UNDER REVIEW

- Reus, T., Ellis, K., and Lamont, B. Placing Process in the Contingency Framework of Merger and Acquisition Research, under initial review at **Journal of Management**
- Ellis, K., Lamont, B, and Reus, T. The Effects of Procedural Justice in the Integration of Related M&As, preparing for second review at **Strategic Management Journal**
- Ellis, K. and Key, P. An Investigation of the Relationship between Stock Price and Workforce Diversity preparing for second review at **Quarterly Review of Economics and Finance**
- Ellis, K., Lamont, B, and Ranft, A. Transfer Effects in Acquisitions: The Liabilities of Experience and the Role of Serendipitous Value Creation, preparing for second review at **Strategic Management Journal**
- Ellis, K., Lamont, B, and Keys, P. Corporate Environmental Actions and Anticipated Firm Performance: The Moderating Effects of Prior Environmental Reputation, preparing for second review at **Strategic Management Journal**

## WORKING PAPERS

- Ellis, K., Weber, Y., and Raveh, A. M&A Process Management: Exploring Linkages Between Choice of Integration Approach, Preexisting Fit, and Implementation Activities, preparing for submission to **Organization Science**

Ellis, K., and Keys, P. Shareholder Effects of Diversity Practices preparing for submission to **Journal of Managerial Issues**

Ellis, K., Johnson, B., and Ranft, A. When Do Acquiring Firms Survive the Acquisition of Bankrupt Firms?, preparing for submission to **Academy of Management Journal**

Ellis, K., Hough, J., and White, M. Trends in Corporate Social Performance following Mergers and Acquisitions. preparing for submission to **Journal of Business Ethics or Business Ethics Quarterly**

Ellis, K., and Johnson, B. Toward a More Comprehensive Model of Post-Acquisition Performance Effects, preparing for submission to **Journal of Management**

Adams, G. and Ellis, K. An Empirical Examination of the Use of Abnormal Returns in Estimating Merger and Acquisition Performance, preparing for submission to **Journal of Management**

## PROJECTS IN PROGRESS

Ellis, K. and Aime, F. M&As and Corporate Governance: Is there a relationship between board of director involvement in the acquisition decision-making process and post-M&A performance? Stage: Data collection and preliminary analysis; Target Journal: ***Strategic Management Journal or Academy of Management Journal***

Weber, Y and Ellis, K. Differences in M&A Process Management across Integration Approaches: A Transaction Cost Perspective, Stage: Manuscript development; Target Journal: ***Academy of Management Review***

Shelton, L. and Ellis, K. Synergistic Value Creation and Long Term Returns in Cross-Border Acquisitions of U. S. Firms, Stage: Data collection; Target Journal: ***Management Science or Strategic Management Journal***

## PRESENTATIONS & PROCEEDINGS

Reus, T., Ellis, K., and Lamont, B. 2007. Placing Process in the Contingency Framework of Merger and Acquisition Research, accepted for presentation at ***Strategic Management Society's 27<sup>th</sup> Annual International Conference*** in San Diego, CA.

Ellis, K., Hough, J., and White, M. 2007. Staying the Corporate Social Performance Course Following Mergers and Acquisitions, accepted for presentation at ***Strategic Management Society's 27<sup>th</sup> Annual International Conference*** in San Diego, CA.

Ellis, K., Hough, J., and White, M. 2006. Corporate Social Performance: Understanding the Effects of Mergers and Acquisitions, presented at ***Strategic Management Society's 26<sup>th</sup> Annual International Conference*** in Vienna, Austria.

Ellis, K., and Keys, P. 2006. Do a Firm's Diversity Practices Matter to Its Shareholders?, presented at ***Strategic Management Society's 26<sup>th</sup> Annual International Conference*** in Vienna, Austria.

Ellis, K., and Johnson, B. 2005. Toward a More Comprehensive Model of Post-Acquisition Performance Effects, presented at ***Strategic Management Society's 25<sup>th</sup> Annual International Conference*** in Orlando, Florida. (*Nominated for Conference Best Paper Award*)

- Reus, T., Ellis, K., and Lamont, B. 2005. Placing Process in the Contingency Framework of Merger and Acquisition Performance, presented at *Academy of Management* Annual Meeting in Honolulu, Hawaii.
- Ellis, K., and Keys, P. 2005. Exploring Shareholder Effects of Diversity Practices, presented at *Academy of Management* Annual Meeting in Honolulu, Hawaii.
- Ellis, K. 2004. Toward a Better Understanding of the Role of Boards of Directors in M&As, presented at *Strategic Management Society's* 24<sup>th</sup> Annual International Conference in Puerto Rico.
- Adams, G. and Ellis, K. 2003. Predictive Accuracy or Fortune-Telling? An Empirical Examination of the Use of Abnormal Returns in Estimating Merger and Acquisition Performance, presented at *Strategic Management Society's* 23<sup>rd</sup> Annual International Conference in Baltimore, Maryland.
- Ellis, K., Weber, Y., and Raveh, A. 2003. Exploring Linkages Between Choice of Integration Approach and M&A Process Management, presented at *Academy of Management* Annual Meeting in Seattle, Washington.
- Ellis, K. 2002. Acquisitions of Bankrupt Firms: What Factors Determine Subsequent Performance Levels?, presented at *Strategic Management Society's* 22<sup>nd</sup> Annual International Conference in Paris, France.
- Ellis, K. 2002. Exploring Acquisition Process Management: Do Differences Really Exist Across Integration Approaches?, presented at the *M&A Summit* (an official mini-conference of the *Strategic Management Society*) in Alberta, Canada
- Ellis, K. and Lamont, B. 2001. "Ideal" Acquisition Integration Approaches In Related Acquisitions Of Equals: A Test Of Long-Held Beliefs, presented at *Strategic Management Society's* 21<sup>st</sup> Annual International Conference in San Francisco, CA (*Nominated for Conference Best Paper Award*)
- Ellis, K. and Lamont, B. 2001. Does Procedural Justice Matter In Integrating Large Acquisitions Of Similar-Sized Firms?, Presented at *Strategic Management Society's* 21<sup>st</sup> Annual International Conference in San Francisco, CA
- Ellis, K. and Lamont, B. 2001. Exploring the Determinants of Post-Acquisition Performance in Related Acquisitions Involving Similar-sized Firms, Presented at *Academy of Management* Annual Meeting in Washington, DC.
- Ellis, K. and Lamont, B. 2000. Acquisitions and the Altering of a Firm's Environmental Management Competence: An Exploratory Study, presented at *Strategic Management Society's* 20<sup>th</sup> Annual International Conference in Vancouver, Canada (*Nominated for Conference Best Paper Award*)
- Ellis, K. and Lamont, B. 2000. The Altering of a Firm's Environmental Management Competence During the Acquisition Integration Stage, presented at *Academy of Management* Annual Meeting in Toronto, Canada.  
(*Published in Conference Best Paper Proceedings and Nominated for Division Best Paper Award*)
- Ellis, K. 1999. The Adoption of 'Green' Organizational Practices: Signals, Symbols and Environmental Reputation, presented at *Academy of Management* Annual Meeting in Chicago, Illinois.
- Ellis, K., Lamont, B., Sambamurthy, V. 1999. Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, presented at *Academy of Management* Annual Meeting in Chicago, Illinois.

- Ellis, K. 1998. Stock Market Reaction to Announcements of Firm Activities Involving the Natural Environment: The Role of Event Favorability and Prior Reputation, presented at *Academy of Management* Annual Meeting in San Diego, California.
- Ellis, K. and Keys, P. 1998. Strategic Types and Top Management Team Compensation: The Impact of Employment Risks, Firm Performance and Corporate Governance, presented at *Eastern Finance Association* Annual Meetings in Williamsburg, Virginia.
- Ellis, K. and Lamont, B. 1998. Global Strategy and Performance: A Multidimensional View, *Proceedings of the Southern Management Association Annual Meeting*, 375-377.
- Ellis, K. 1998. Managing Integration Process Momentum in Domain Extension Acquisitions: The Key to Realizing Performance Improvements, *Proceedings of the Southwest Academy of Management Annual Meeting*, 26-30.
- Ellis, K. 1997. Knowledge Flows in Multinational Corporations: The Role of Procedural Justice, *Proceedings of the Southern Management Association Annual Meeting*, 51-53.

## TEACHING ACTIVITIES

**Interests:** Strategy and Policy, Business and Society, Entrepreneurship

**Courses Taught at Undergraduate Level:**

- *Strategic Management and Business Policy*  
(Michigan State University and Florida State University)
- *International Strategic Management*  
(Florida State University)

## SERVICE ACTIVITIES

Professional

**Ad-hoc Reviewer** Journal of Management (2001-2002); Journal of Management Studies (2007)

**Reviewer** Strategic Management Society Annual Conference (2007)

**Session Chair** M&A Summit (2002), Strategic Management Society (2002, 2005)

**Reviewer** Business Policy and Strategy (BPS) division of the Academy of Management; Organizations and the Natural Environment (ONE) interest group of the Academy of Management (1999-2004)

**Other Roles**

2003 Professional Development Workshop (PDW) Coordinator, Academy of Management – Organizations & the Natural Environment Division

1998-2000 Production Assistant, Academy of Management - Business Policy & Strategy Division Newsletter

1998-1999 Co-Chair, Co-Sponsors Committee - New Doctoral Student Consortium, Academy of Management

**Memberships**

Academy of Management  
Strategic Management Society  
Southern Management Association

College

- 2001-2004 Strategy Search Committee, Management Department, Michigan State University
- 2004 Dissertation Committee Member, Angela Andrews (PhD candidate in Accounting), "The Role of Corporate Governance in Meeting or Beating Analysts' Expectations."
- 2002 Academic Dishonesty Hearing, Faculty Representative
- 2002 Broad Business Student (Summer) Camp, General Management Representative, Michigan State University
- 2002 College of Business Undergraduate Programs Committee, Department Representative, Michigan State University
- 2000-2002 Community Charitable Campaign, Department Representative, Michigan State University
- 1999-2000 Ph.D. Policy and Appeals Committee, Florida State University
- 1998-1999 College of Business Representative, Congress of Graduate Students, Florida State University

Other

- 2000 Panelist, PhD Project Annual Conference, Michigan State University

**FELLOWSHIPS & GRANTS**

- 2005 Summer Research Grant, The Eli Broad College of Business
- 2000 Fellowship, Aspen Institute's Initiative on Social Innovation through Business
- 1999 University Fellowship, Florida State University
- 1998 Dissertation Research Grant, Florida State University
- 1995-1999 Fellowship, McKnight Doctoral Program – Florida Education Fund

**HONORS & AWARDS**

- 2003 **New Faculty Consortium Participant**, Business Policy & Strategy Division of the Academy of Management
- 2000, 2001 **Outstanding Reviewer Award**, Organizations and Natural the Environment Interest Group of the Academy of Management
- 2000 **Russell V. Ewald Award for Academic Excellence and Human Service**, McKnight Doctoral Program Annual Conference, Tampa, FL
- 2000 **New Faculty/Doctoral Student Consortium Participant**, Organizations and the Natural Environment Interest Group of the Academy of Management

- 2000      **Doctoral Student Service Award**, College of Business, Florida State University
- 1999      **Doctoral Student Consortium Participant**, Business Policy & Strategy Division of the Academy of Management
- 1999      **Doctoral Student Teaching Assistant Award**, College of Business, Florida State University
- 1999      **Doctoral Student Research Award**, Department of Management, Florida State University
- 1998      **Doctoral Student Consortium Participant**, Duke University CIBER