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VITA
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ACADEMIC WORK EXPERIENCE

2003- **WAKE FOREST UNIVERSITY, BABCOCK GRADUATE SCHOOL OF
MANAGEMENT.**

- September 2007-present. Associate Dean, Working Professional Programs
- May 2003 - August 2007. Dean, Charlotte Programs
- May 2003 - Present. Executive Professor of Strategy

1991-2003 **THE UNIVERSITY OF PITTSBURGH, JOSEPH M. KATZ
GRADUATE SCHOOL OF BUSINESS.**

- Associate Dean (1993-1996)
- Professor of Business Administration (1991-2003);
- Director, Institute for Industrial Competitiveness (1994-2001);
- Director, Center for International Enterprise Development (1990-1994);
- Joint Appointment in the Graduate School of Public and International Affairs (1993-present);
- Core Faculty Member in Center for Latin American Studies (1995-present).

1990-1991 **CZECH MANAGEMENT CENTER. CZECH REPUBLIC.**

- Interim Dean and Project Director, Prague.

1988-1990 **INTERNATIONAL MANAGEMENT CENTER, BUDAPEST, HUNGARY.** Dean.

1981-1988 **TULANE UNIVERSITY, A.B. FREEMAN SCHOOL OF BUSINESS.**

- Associate Dean, Executive and International Programs (1987-1988);
- Director of the Executive Education Center (1985-1988);
- Department of Management (Adjunct professor, 1981-1988).

1976-1979 **UNIVERSITY OF HOUSTON.**

- Assistant Professor;
- Associate Director of Research (Provost's Office).
- Joint Appointment School of Communication and the Department of Psychology.

INDUSTRY WORK EXPERIENCE

1983-1985 **SOUTHERN BAPTIST HOSPITAL.** 600 bed hospital with 1800 employees.
Director of Education (corporate).

1981-1983 **LOUISIANA LAND AND EXPLORATION COMPANY.** \$ 1.5 billion oil, gas, and
minerals company with 2500+ employees; Manager, Staffing and
Development (corporate).

1979-1981 **TEXAS EASTERN CORPORATION.** \$4+ billion diversified energy company with 6500+ employees. Manager, Policy Coordination (Corporate) (1980-1981); Consultant, Human Resources (Corporate Staff) (1979-1980).

EDUCATION

1976 Ph.D. **University of Wisconsin**, Madison, Wisconsin. Behavioral Studies.
 1973 M.A. **Pennsylvania State University**, University Park, Pennsylvania. Linguistics.
 1971 B.S. **Pennsylvania State University**, University Park, Pennsylvania. International Economics.

RELATED EXPERIENCE

2002-present Yearly visitor at University College, Dublin

2001 Fulbright Flad Chair. Universidade Católica Portuguesa. Escola de Pós-Graduação Económicas e Empresarias. Lisbon, Portugal.

1997-present Visiting Professor, Universidad Tecnica Federico Santa Maria, Valparaíso, Chile, Santiago, Chile and Guayaquil, Ecuador campuses.

1996-1999 Director, Brazil Studies Program, University of Pittsburgh.

1994-1996 Commissioner, Central European Small Business Enterprise Development Commission (Representative of the American Association of Universities).

1992 Task Force Leader on Market Economies. Conferences on Private Sector Assistance to the Commonwealth of Independent States. Citizens Democracy Corps, Washington, D.C.

1990-1991 White House Conference Task Force on Central and Eastern Europe.

1990-present Visiting Professor Czechoslovak Management Center, Celakovice, Czech and Slovak Federal Republic.

1988-1991 Visiting Professor, International Management Center, Budapest, Hungary.

1969-1988 Visiting Professor, School of Economics, Federal University, Belo Horizonte, Brazil. Adjunct Professor, LOYOLA UNIVERSITY, SCHOOL OF BUSINESS (New Orleans). Adjunct Professor. ST. MARY'S DOMINICAN COLLEGE, BUSINESS DEPARTMENT (New Orleans). Research Associate, Minimal Competencies Project, Speech Communication Association; TREETOP SCHOOL, INC.: Owner and Co-Director, private school in Pennsylvania; PEACE CORPS: Arraial do Cabo and Rio de Janeiro, Brazil; Project Assistant, Wisconsin Research and Development Center for Cognitive Learning, UNIVERSITY OF WISCONSIN, (Madison); Research Investigator, Speech Communication Association Project on Communication Competencies, UNIVERSITY OF WISCONSIN (Madison); Research Asst. Center for Communication Research, UNIVERSITY OF WISCONSIN (Madison); Teaching Assistant, Continuing Education Center, PENNSYLVANIA STATE UNIVERSITY, University Park, Pennsylvania, and Department of Communication Arts, UNIVERSITY OF WISCONSIN, Madison, Wisconsin.

RESEARCH AREAS. My research has been focused on three specific areas: (1) evolutionary theory, innovation and institutionalization of markets including new technologies, especially biotechnology and (2) global management, specifically international strategy development and implementation and the specific management challenges for foreign operations in transition and emerging economies; and (3) How firms incorporate sustainability into their strategies. I am interested in how organizations and institutions develop in transition and emerging geographic and product markets. The research addresses theoretical and empirical studies using constructs such as institutions, legitimacy, routines, and complementarity.

PUBLICATIONS (1990-present only)

Books and Monographs

The Discipline of Innovation. (forthcoming)

Regional development of SME development in Central and Eastern European countries. (Editor with Bogdan Piasecki). Łódź, Poland: University of Łódź. 1995.

Firm behavior in emerging market economies. (Editor) Hants, England: Avebury Publishing Ltd., 1995.

Moving to sustainability (Editor) (with M. Harrison and F. Hoy). Hants, England: Avebury Publishing Ltd. 1995

Managing in emerging market economies: Cases from the Czech and Slovak Republics. (Editor). Boulder, Co: Westview Press, 1994.

Management education in Central and Eastern Europe and the Soviet Union. (Editor). Pittsburgh, PA: The University of Pittsburgh. 1991.

Articles and Book Chapters

All Routines Are Not Created Equal: A Multi-Level Framework For Organizational Routines (with Ravidranath Madhavan; submitted to Organization Studies) 2003.

Expatriate success: A study of work and general adjustment (with Gary Florkowski) 1999. Journal of International Human Resource Management.10:5: 783-807.

Selection and Placement in Health Services Organizations. (with Jackie Landau). 1997. In Fottler, M. Hernandez, R. and Joiner, C. (Eds.) Essentials of human resources management. Delmar Publishers.

Change in higher education: The case of the Minnesota Health Care Center. 1997. Journal of Public Management and Social Policy (special Issue on Reform, Higher Education and the 21st Century) 3(1):46-60.

The internationalization of Brazilian managers: Stepping Into the global arena. 1996. Revista Brasileira de Comercio Exterior.48:36-41.

Assessment of a demonstration project to develop the small business sector of Poland (with Premyslaw Kulawczuk, Monika Harrison, Frank Hoy and James Wingrove) in I. McCarthy

(1996) Frontiers of entrepreneurship. Boston, MA: Babson College. (Conference paper April 1995; Annual Entrepreneurship Research Conference, Boston, MA)

Financing higher education: Czech Republic 1990-1995 (with Jan Winkler). 1996. Journal of Higher Education Management Vol. 8 (1): 51-68.

Restructuring higher education in the Czech and Slovak Republics (with James Mauch). In J. Mauch and P. Sabloff (Eds.) 1995. Reform and change in higher education: International perspectives. New York: Garland Publishing Inc.: 209-244.

Environments for entrepreneurship development: Key dimensions and research implications. 1994. (with D.R. Gnyawali). Entrepreneurship Theory and Practice Journal. 18 (4): 43-62. (Reprinted in Paul Westhead and Mike Wright (eds). 2000. Advances in Entrepreneurship. Cheltenham UK: Edward Elgar Publishing).

Strategic types in institution building: A fit perspective. (with R. Madhavan). 1994. Knowledge and Policy. 7(3): 19-30

Approaches to management education in reforming economies: Experiences in Czechoslovakia and Hungary. 1994. In G. Tesar (Ed). Management education and training: Understanding Eastern European perspectives. Malabar, FL: Krieger Publishing Company: 141-152.

Reforming the economies of Central and Eastern Europe, (with Suzanne Etcheverry pp. 3-33); Economic and social reform in Czech and Slovak Republics, (with Suzanne Etcheverry pp. 34-68); The Czechoslovak Management Center: Institution building and organization design, (with Mona Makhija and Karel Zebrakovsky pp. 130-148); Lessons Learned (pp. 225-234).1994 In D.S. Fogel (Ed) Managing in emerging market economies. Westview Press.

Issues in funding higher education in Eastern Europe: The Cases of The Czech Republic and Slovakia (with James Mauch). 1993. In Altbach, P.G. and Johnstone, D.B. (Eds.) The funding of higher education: International perspectives. New York: Garland Publishing, Inc.: 207-236.

Selection and Placement in Health Services Organizations. (with Jackie Landau). 1993. In Fottler, M. Hernandez, R. and Joiner, C. (Eds.) Strategic human resource management in health services organizations. Second Edition. Delmar Publishers: 267-293.

The challenges of Central and Eastern Europe: The business school perspective.1992. International Education Forum. 12(2):120-126.

Approaches to management education in reforming economies. 1992. International Education Forum. 12(1):18-31.

In support of reform: Western business education in Central and Eastern Europe. 1992. (with Ravindranath Madhavan). Review of Business. 13(4):4-10.

Approaches to management education in reforming economies. 1991. Proceedings of the 1991 U.S. Competitiveness in the Global Marketplace Conference. Memphis, TN, 68-72.

Management education in Central and Eastern Europe and the Soviet Union. 1990. Journal of Management Development. 9(3):14-19.

Trade Journal Articles (not included here)

Academic Research Reports, Conferences, and Symposia (last five years)

2003-4:

Sources of competitive advantage from networks: The case of biotechnology. Working Paper, University of Pittsburgh. 2003.

The biotechnology industry. Working Paper, University of Pittsburgh. 2003.

Sources of competitive advantage: The biotechnology industry. Working Paper, University of Pittsburgh. 2003.

2000: A theory of strategic responses under conditions of weak institutions: The case of firms in emerging market economies. Final report for Institute for Industrial Competitiveness Grant.

1998: Firm-Level Strategic Responses to Unclear Property Rights. Property Rights and institutions in transition: East and West. Sponsored by UCIS, Centers for West European and Russian and East European Studies, U. of Pittsburgh.

Research methods for studies in emerging markets. (pre-conference session) Academy of Management Conference, San Diego, CA.

Strategic planning routines as meta-routines: Inter-partner learning in an international joint venture. Academy of Management Conference. (with R. Madhavan)

Case Studies

Noisette and Dongtan. 2007

University of Pittsburgh Cancer Institute: Developing a Service Line. 2002.

Note on the Biotechnology Industry. 2002.

Curis: and the Advent of Tissue Rengeneration. 2002. European Case Clearing House, Case # 302-055-1 (with Joe Gureka).

Volkswagen's Purchase of Skoda (A) and (B). 2002. European Case Clearing House, Case #s 302-021-1 and 302-022-1.

II-VI Corporation. 2000. (with Fred Rock)

Carvajal's Global Strategy. 2000.

The Institutional View. 2000. Published by the European Case Clearing House.

Japanese and U.S. Joint Ventures: The Case of USX and Kobe. 1997. (with Ravi Madhavan)

Confronting change in the health care industry: The University of Minnesota Academic Health Center 1996. (with Ravi Madhavan)

U.S. Machine-Marnt in Poland. 1995.

GE-Tungsrn (A-1994;revised 1996),(B-1995)

Creating the Future at Electronic Data Systems.(supervision of Ravi Madhavan) 1994.

EDI at Pennsylvania Blue Shield: The crossroads of strategy. 1994. (with Ravi Madhavan)

Imaging Technology at Pennsylvania Blue Shield (supervision of Ravi Madhavan) (1994)

The Czechoslovak Management Center:Institution building and organizational design. 1994. (with Mona Makhija and Karel Zebrakovsky)

Invited Speeches and Industry Conferences

1996-present:

- Wachovia Corporation
- ONS National Board Meeting (New York, NY)
- PNC Bank Conference (TPS Group), Pittsburgh, PA.
- Executive Forum, Guayaquil, Ecuador
- Managing Technology Organizations: The Resource Based View. Carnegie Mellon University, Pittsburgh, PA. (several iterations)
- United States Postal Service, Pittsburgh, PA (Regional Managers Meeting)
- United States Postal Service, Eastern Region, New Jersey.
- Executive Leaders in Medicine, Philadelphia, PA;
- Executive Leadership Seminar, Guayaquil, Ecuador;
- Senior Management Forum, PNC, Pittsburgh, PA.
- IANSACORP, Santiago, Chile
- Young President's Organization
- University of Michigan, Davidson Institute
- Tuscarora, New Brighton, PA
- Mellon Bank Executive retreat, Nemacolin, PA
- Department of International Trade, Governor's Office, Harrisburg, PA
- St. Petersburg State University, St. Petersburg, Russia
- Universidad Tecnica Federico Santa Maria, Valparaíso, Chile;
- Talcuano, Chile; and Quayaquil, Ecuador.
- San Ignacio de Loyola, Lima, Peru
- CIBEX Conference Roundtable, University of Pittsburgh.
- International Business Center University of Pittsburgh.
- Universidad Technica Federico Santa Maria, Valparaiso, Chile.
- 1995:EMBA Fall Symposium Lecture on Managing Organizational Transformations. Katz Graduate School of Business. The Pitt Alumni Association. Katz Alumni Groups, Philadelphia. Clinic Management Association, Pittsburgh. Graduation speaker for dual-degrees. Joseph M. Katz Graduate School of Business, University of Pittsburgh. 1993;1994;1995.
- 1993: INSEAD, Fontenbleau, France
- Czechoslovak Management Center. Prague.
- Young President's Organization. Pittsburgh.
- European Business Opportunities Conference. Pittsburgh.
- 1992:Institute for International Research (Finland) Oy. Helsinki, Finland. Joseph M. Katz Graduate School of Business, University of Pittsburgh; (Reprinted in Vital Speeches. January 1, 1993, Volume 59 (6):168-171.) Group Practice Association Keynote Speech. San Antonio, Texas. Honors College, University of Pittsburgh. Commercial Development Association. Chicago,IL. Seminar on Organization and Management, Columbia University, New York.
- 1991: Institute for International Research (Finland) Oy. Helsinki, Finland. Holiday Inns International, Geneva, Switzerland. World Economic Forum. Prague, Czechoslovakia. White House Conference on Economics in Transition: Management Training and Market Economics Education in Central and Eastern Europe.Washington, DC.
- 1990: Investment Management Institute Conference. New York. Croatian Management Association, Zagreb, Yugoslavia. Institute for Research. Helsinki, Finland.

Tenneco International. Invited Paper. Amsterdam, The Netherlands.
 Tenneco Global Synergy Conference. Budapest, Hungary.
 U.S. President's Executive Exchange, Budapest, Hungary.
 Top Leader's Forum, Leadership Academy International. Helsinki, Finland.
 European Business Outlook: East and West, New Orleans, L.A.
 World Economic Forum. Davos, Switzerland.

PRINCIPAL TEACHING AREAS

Samples of Undergraduate Courses Taught: Introduction to Organizational Behavior; Behavioral Theory; Competing in a Global Environment; Management Strategy and Policy.

Samples of Graduate Courses Taught (including Executive MBA): Ph.D. Seminar in Strategy; Managing Strategic Performance, Competing in a Global Environment; Organization Theory and Analysis; Organizational Transformation; International Business Theory and Practice.

Samples of Executive Courses Taught: Developing Strategy from Resources; Mergers and Acquisitions in Transition Economies; Managing Strategic Decisions in Health Services Organizations; Creating Effective International Management in Emerging Markets; Managing Alliances; Joint Ventures in Emerging Economies; Effective Managing of Joint Ventures and Foreign Subsidiaries; Designing Effective Organizations.

SELECTED CONSULTING WORK . This is a list of selected consulting. A complete list of companies is available upon request: Bank of America (GDC, Charlotte, NC); McGraw-Hill, Lockheed Martin, PPG, University of Pittsburgh Medical Center, UPCI, UNISYS, IANSA (Santiago, Chile), Parker-Hanifin, AT&T, TIMKIN, FMC, United States Agency for International Development, Pennsylvania Blue Shield, CHEVRON, USA; Core Laboratories; Foreign Commercial Trade Bank (Moscow, USSR); General Electric; Republic National Bank; International Business Forms Incorporated; ; Tenneco INT'L; Texas Eastern Corporation; Wachovia Bank; Wirtschaft University (Vienna, Austria).

MAJOR COMMITTEE AND EDITORIAL ASSIGNMENTS

2003-Present Major Committees: Working Professional Programs Task force (2007-present); Coordinating Council (2003-present); Certification Committee (2003-present); Program Managers (2006-present); Strategic Planning Task Force (2006-present); Various special task forces related to programs.

1993-2003 International Committee (2000-); Master's Policy Committee; Chair, Admissions Committee (1998-1999); Brazilian Studies Program (chair) 1996-1999; Executive Committee (1993-1996); Curriculum Implementation and Impact Committees; Undergraduate Coordinating Group (co-chair); Building Committee; Strategic Planning Task Force; International Programs; Small Business Development Center Committee; Admissions Team; Personnel Committee, Graduate School of Public and International Affairs; IMDI Director Search Committee (1995-1997); Manufacturing Systems Engineering Program faculty governance committee (1996-1997)

Recent Strategic Management Dissertation Committees: Devi Gnyawali; Usha Ganesh; Kwang Soo Kim, Zafar Iqbal, Alex Lopes.

1997- Present. Section Editor, Journal of Management Inquiry.
 External Reviewer: U.S. Dept. of Education (FIPSE Program).

- Academy of Management Annual Meetings.
International Affairs Committee, American Assembly of Collegiate Schools of Business.
- 1992-Present Editor. Managing in Emerging Market Economies Journal.
Reviewer. International Federation of Scholarly Associations of Management World Congress.
Reviewer. Organization Studies.
Reviewer. The Pittsburgh Undergraduate Review.
Reviewer. World Association for Case Method Research and Application.
Conference Papers.
Editor. Discussion Paper Series, Center for International Enterprise Development, University of Pittsburgh
Flex-MBA Task Force, University of Pittsburgh
Reviewer. U.S. Competitiveness in Global Marketplaces Conference.
- 1990-1994 International Interest Group - University of Pittsburgh, Katz Graduate School of Business.

AWARDS

- 2006-2007 Best Teacher of the Second Year Award, Charlotte Evening and Saturday Programs.
- 2001 Fulbright. FLAD Chair. Portugal
- 1993-present Best Teacher of the Year Award, Flex-MBA Program, University of Pittsburgh. Best Teacher of the Year Award, Executive MBA Program (1995; 2002), University of Pittsburgh. University of Pittsburgh, International Business Center (IBC) Curriculum Grants.
- 1990 University of Pittsburgh, IBC Research Grant.
- 1989 Innovation in Employee Evaluation and Compensation. Yoder Heneman Personnel Creative Application Award.(With M. Konovsky)
- 1987 Fulbright Scholarship, Brazil.
- 1981-1987 Teacher Honor Rolls, Graduate & Undergraduate, Tulane University.

FUND RAISING EXPERIENCE: Major fund raising conducted for international projects exceeded ***\$30million*** in grants and donations. Details available upon request.

BOARDS OF DIRECTORS AND ADVISORY BOARDS (1990-present)

- 2004-Present Houseraising, Inc.
- 1996-2002 Board member. Universidad San Ignacio de Loyola (Lima, Peru)
- 1995-2000 Armco Funding Corporation (Armco Steel)
- 1995-2000 Institute for Industrial Competitiveness
- 1993-1995 American Assembly of Collegiate Schools of Business; Management Educator's Effectiveness Task Force. International Committee.
- 1991-1996 Czechoslovak Management Center, Czech and Slovak Federal Republic (Advisory Board; Fund Raising).
- 1990-1993 Institute for International Business Studies, Tulane University.

ACTIVE PROFESSIONAL MEMBERSHIPS: Academy of Management

PERSONAL: Married (Susan Morse) Children: Cathy (1968), Cristene (1972), Jessica (1980); Five grandchildren. Foreign languages: Portuguese; some Spanish; forgotten Hungarian.