

NIKOLAUS "KLAUS" UHLENBRUCK
CURRICULUM VITAE (2/10/2011)

Professor of Management
Department of Management and Marketing
School of Business Administration
The University of Montana

John and Kathy Connors Faculty Fellow
Missoula, MT 59812-6808
(406) 243-6523 (ph.), -6191 (fax)
Klaus.Uhlenbruck@umontana.edu

EDUCATION

Institution	Major	Degree	Date
University of Colorado, U.S.A.	Strategic Management	Ph.D.	5/96
University of Cologne, Germany	Business Economics	Diploma	5/86

ACADEMIC EXPERIENCE

8/09 – present	<u>The University of Montana</u> Professor of Management
8/04 – present	<u>The University of Montana</u> Associate Professor of Management
6/07 – present	<u>EBS Business School</u> Adjunct Professor
6/99 – 5/2004	<u>Texas A&M University</u> Assistant Professor of Management
1/96 – 6/99	<u>California State University San Marcos</u> Assistant Professor of Management
8/91 – 12/95	<u>University of Colorado</u> Research Assistant and Graduate Instructor

ADMINISTRATIVE EXPERIENCE IN ACADEMIA

8/09 – present	<u>The University of Montana</u> Chair, Dept. of Management and Marketing
7/07 – 12/09	<u>The University of Montana</u> Director, SOBA International Programs
8/04 – 6/07	<u>The University of Montana</u> Director, Small Business Institute
8/98 – 6/99	<u>California State University San Marcos</u> Head, Global Business Management Option

OTHER EXPERIENCE

10/90 – 6/91	<u>Annex Research (Phoenix, AZ)</u> Marketing Manager of international IT consulting firm
7/86 – 6/90	<u>IBM Germany</u>

1/90-6/90 Financial Services Analyst
7/87-12/89 Marketing Representative
7/86-6/87 Systems and Sales Assistant

9/78 – 6/80

Gustav Schickedanz KG
Retail Management Trainee

TEACHING INTERESTS

Primary teaching interests include strategic management, international business, entrepreneurship

RESEARCH INTERESTS

Areas of interest include MNE management, international diversification, mergers & acquisitions, privatization, emerging economies, entrepreneurial processes, family businesses

AWARDS AND PROFESSIONAL RECOGNITION

Family Enterprise Research Conference, Best Conference Paper 2nd Runner Up Award (2010)

Montana Board of Research and Commercialization Technology Grant (2010-11)

Montana Board of Research and Commercialization Technology Grant (2009-10)

Association for Small Business and Entrepreneurship, Best Overall Conference Paper 1st Runner Up Award (2007)

Montana Board of Research and Commercialization Technology Grant (2007-9)

John and Kathy Connors Faculty Fellow. A stipend for excellence in teaching, research, and service given by the University of Montana School of Business (2006-present)

Academy of Management Journal, Outstanding Reviewer Award (2006-7)

University of Montana Research Grant (2005)

Carolyn Dexter Award Nominee, Academy of Management (2004)

Texas A&M University Summer Research Award (2003)

Shell Oil Company Foundation Research Award (2002)

Texas A&M University Summer Research Award (2002)

Academy of International Business, a Best Reviewer (2002)

Best Competitive Paper Award Nominee, International Management Division, AOM (1997)

California State University San Marcos Summer Research Award (1996, 1997).

University of Colorado Graduate School Dean's Grant Award (1995)
Hart Research Fellowship (1994)
C. MacMillan III Entrepreneurship Fellowship (1994)
IBM Golden Circle Award (1988, 1989)
IBM Onehundredpercent Club (1987)
DAAD (German Academic Exchange Service) exchange fellow at PSU (1984)
Albion College, Michigan, International Student Scholarship (1983)

PUBLICATIONS IN REFEREED JOURNALS

- Collins, J. D., Uhlenbruck, K. & Rodriguez, P. 2009. Why firms engage in corruption: A top management perspective. Journal of Business Ethics, 87 (1): 89-108.
- Collins, J. D., Uhlenbruck, K. & Reutzler, C. R. 2008. Entrepreneurial social capital and the Gatsby effect. Journal of Business & Entrepreneurship, 20 (1): .18-36.
- Collins, J. D., Uhlenbruck, K. & Reutzler, C. R. 2008. Status differences as an impediment to building entrepreneurial relational capital. Corporate Ownership & Control, 5 (2): .277-287.
- Uhlenbruck, K., Hitt, M. & Semadeni, M. 2006. Market value effects of acquisitions involving Internet firms: A resource-based analysis. Strategic Management Journal, 27: 899-913.
- Hitt, M., Bierman, L., Uhlenbruck, K. & Shimizu, K. 2006. Effects of resources in the internationalization of professional service firms: The good, the bad and the ugly. Academy of Management Journal, 49: 1137-1157.
- Uhlenbruck, K., Rodriguez, P., Doh, J & Eden, L. 2006. The impact of corruption on entry strategy: Evidence from telecommunication projects in emerging economies. Organization Science, 17: 402-414.
- Kang, E. & Uhlenbruck, K. 2006. A process framework of entrepreneurship: From exploration to exploitation, to exit. Academy of Entrepreneurship Journal, 1: 47-71.
- Rodriguez, P., Uhlenbruck, K. & Eden, L. 2005. Government corruption and the entry strategies of multinationals. Academy of Management Review, 30: 383-396.
- Uhlenbruck, K. 2004. Developing acquired foreign subsidiaries: The experience of MNEs in transition economies. Journal of International Business Studies, 35: 109-123.
- Filatovchev, I., Wright, M., Uhlenbruck, K., Tihanyi, L. & Hoskisson, R. 2003. Governance, organizational capabilities and restructuring in transition economies. Journal of World Business, 38(4): 331-347.
- Doh, J.P., Rodriguez, P., Uhlenbruck, K., Collins, J. & Eden, L. 2003. Coping with corruption in foreign markets. Academy of Management Executive, 17 (3): 114-127. (Reprinted in Lane,

H.W., DiStefano, J. & Maznewski, M. 2005. International Management Behavior, 5th ed. Oxford, UK: Blackwell Publishing)

Uhlenbruck, K., Meyer, K. E. & Hitt, M. A. 2003. Organizational transformation in transition economies: Resource-based and organizational learning perspectives. Journal of Management Studies, 40: 225-250.

- Reprinted in W. H. Starbuck & S. G. Tilleman (eds.) 2008. The International Library of Critical Writings on Business and Management: Organizational Learning and Knowledge Management. Cheltenham, UK: Edward Elgar Publishing.
- Recognized as one of the most influential publications in the domain of dynamic capabilities by Di Stefano, G., Peteraf, M. & Verona, G. 2009. Dynamic capabilities deconstructed: A bibliographic investigation into the origins, development, and future directions of the research domain. Industrial and Corporate Change, in press.

De Castro, J. & Uhlenbruck, K. 2003. The transformation into entrepreneurial firms: Examining the context of privatization. Management Research, 1: 171-184.

Uhlenbruck, K. & De Castro, J. 2000. Foreign acquisitions in Central and Eastern Europe: Outcomes of privatization in transitional economies. Academy of Management Journal, 43: 381-402.

Uhlenbruck, K. & De Castro, J. 1998. Privatization from the acquirer's perspective: A mergers and acquisitions based model. Journal of Management Studies, 35: 619-640.

De Castro, J. & Uhlenbruck, K. 1997. Characteristics of privatization: Evidence from developed, less developed, and former communist countries. Journal of International Business Studies, 28: 123-143.

De Castro, J., Meyer, G. D., Strong, K. C. & Uhlenbruck, K. 1996. Government objectives and organizational characteristics: A stakeholder view of privatization effectiveness. International Journal of Organizational Analysis, 4: 373-392.

Koberg, C. S., Uhlenbruck, K. & Sarason, Y. A. 1996. Facilitators of organizational innovation: The role of life-cycle stage. Journal of Business Venturing, 11: 133-149.

BOOKS, BOOK CHAPTERS, PROCEEDINGS AND OTHER PUBLICATIONS

Douma, B., Shay, J.P., Foley, C. & Uhlenbruck, K. 2006. The rebuilding of Sandler O'Neill after 9/11. Proceedings of the North American Case Research Associations (NACRA), 20 (1): 107.

Uhlenbruck, K., Rodriguez, P., Doh, J & Eden, L. 2005. Firm responses to corruption in foreign markets. In Rodriguez, D., Waite, G. and Wolfe, T. (Eds.), Transparency International: Global Corruption Report 2005, 302-304. London, UK: Pluto Press.

Collins, J. & Uhlenbruck, K. 2004. How firms respond to government corruption: Insights from India. Academy of Management Best Paper Proceedings, New Orleans, LA.

Doh, J., Rodriguez, P., Uhlenbruck, K., Collins, J. & Eden, L. 2003. Coping with corruption in foreign markets: Costs, dimensions, entry modes, and strategic responses. In Trick, M. (Ed.), Global Corporate Evolution: Looking Inward or Looking Outward? 183-192. Pittsburgh, PA: Carnegie Mellon University Press.

- Hitt, M., Bierman, L., Uhlenbruck, K. & Shimizu, K. 2003. The internationalization of professional service firms: Effects of human capital and social capital. In D.N. Nagao (Ed.): Academy of Management Best Paper Proceedings, Seattle, WA.
- Uhlenbruck, K. 2002. Entrepreneurship research in transition economies: Summary of the AoM workshop. Journal for Eastern European Management Studies, 7: 452-455.
- Uhlenbruck, K. 2002. Creating thriving subsidiaries from acquired firms: The experience of Western MNEs in transition economies. In Trick, M. (Ed.), Growing the international firm: Success in mergers, acquisitions, networks and alliances, 101-108. Pittsburgh, PA: Carnegie Mellon University Press.
- Hitt, M. & Uhlenbruck, K. 2002. Entering foreign markets through strategic alliances and acquisitions. In Kotabe, M. and Aulakh, P. (Eds.), Emerging issues in international business research: 223-240. Northampton, MA: Elgar Publishing.
- De Castro, J. & Uhlenbruck, K. 1998. Government policy and firm strategy: Privatization in developed, less-developed, and former communist countries. Business & the Contemporary World, 10: 663-675.
- Uhlenbruck, K. 1997. Entry motives and firm capabilities: Performance implications for foreign direct investment in Central and Eastern Europe. In L. N. Dosier & J. B. Keys (Eds.): Academy of Management Best Paper Proceedings: 204-208. Boston, MA.
- De Castro, J. & Uhlenbruck, K. 1997. Comparing privatization characteristics in former communist, developing, and developed countries. In A. A. Ullmann & A. Lewis (Eds.): Privatization and entrepreneurship: The managerial challenge in Central and Eastern Europe: 89-102. New York: Haworth Press.
- Uhlenbruck, K. & Meyer, G. D. 1992. The life cycle of innovative cooperation. In D. O. Braaten & G. C. Anders (Eds.): U.S. competitiveness in the global marketplace: Conference proceedings 76-89. Phoenix, AZ.
- Uhlenbruck, K. 1986. The innovative potential of services for manufacturing enterprises. Bergisch Gladbach, Germany: Eul Verlag. (Published in German).

ACADEMIC RESEARCH PRESENTATIONS

- Ennen, E. & Uhlenbruck, K. 2010. Strategy-structure relationships in professional service firms: Evidence from large U.S.-based law firms. Academy of Management Meetings, Montreal, Canada.
- Uhlenbruck, K., Hughes, M. V., Ferrier, W. J., Hitt, M. & Brymer, R. 2010. The drivers of competitive aggressive responses to acquisitions and post-acquisition performance. SMS Special Conference, Levi, Finland (nominated for Best Conference Paper Award).
- Jaskiewicz, P. & Uhlenbruck, K. 2010. The relationship between boards and firm performance: An agency and resource-dependence theory analysis of family businesses. Family Enterprise Research Conference, Cancun, Mexico (winner 3rd best paper award).

- Uhlenbruck, K., Hughes, M. V., Ferrier, W. J. & Brymer, R. 2009. Acquisitions and aggressive competitive response by rivals. Academy of Management Meetings, Chicago, IL.
- Jaskiewicz, P. & Uhlenbruck, K. 2009. Board composition and performance in French family firms: An agency and resource dependence perspective. Academy of Management Meetings, Chicago, IL.
- Jaskiewicz, P., Uhlenbruck, K., Balkin, D. & Reay, T. 2009. Nepotism and its link to tacit knowledge: Putting some old myths to rest. Academy of Management Meetings, Chicago, IL.
- Collins, J., Uhlenbruck, K. & Reutzel, R. 2008. Entrepreneurial strategies for emerging markets. Strategic Management Society, 28th Annual International Conference, Cologne, Germany.
- Jaskiewicz, P. & Uhlenbruck, K. 2008. Stewardship and nepotism: Performance effects of family presence in management. Academy of Management Meetings, Anaheim, CA.
- The big questions of international ethics: Evaluating corruption and responsibility across borders. 2008 Academy of Management Symposium (with M. Calhoun and others), Anaheim, CA.
- Collins, J., Uhlenbruck, K. & Reutzel, R. 2007. The downside of status in building entrepreneurial social capital. Association of Small Business and Entrepreneurship Conference, Austin, TX.
- Uhlenbruck, K. 2006. Returns to mergers and acquisitions: A competitive dynamics perspective. Strategic Management Society, 26th Annual International Conference, Vienna, Austria.
- Douma, B., Shay, J., Foley, K & Uhlenbruck, K. 2006 The rebuilding of Sandler O'Neill after 9/11 (cases A and B). North American Case Association Meetings, San Diego, CA.
- Uhlenbruck, K. 2005. Organizational restructuring of privatized firms in Central and Eastern Europe: Performance implications of acquirer investments. Academy of Management Meetings, Honolulu, Hawaii.
- Collins, J. & Uhlenbruck, K. 2005. Adapting to conflicting institutional demands: Why Indian firms engage in corruption. Academy of International Business, Quebec City, Canada.
- Collins, J. & Uhlenbruck, K. 2005. Government corruption: Which institutional pillars matter? Western Academy of Management Meetings, Las Vegas, NV.
- Collins, J. & Uhlenbruck, K. 2004. How firms respond to government corruption: Insights from India. Academy of Management Conference, New Orleans, LA.
- Collins, J. & Uhlenbruck, K. 2004. Firm-level social capital and the Gatsby effect. Academy of Management Conference, New Orleans, LA.
- Creating Actionable Knowledge in Transitioning Economies. 2004 Academy of Management Symposium (with S. Puffer and others).
- Collins, J. & Uhlenbruck, K. 2004. Firm behavior in the face of government corruption: Evidence from India. Academy of International Business Conference, Stockholm, Sweden.
- Uhlenbruck, K., Li, H., Hitt, M. & Nollen, S. 2003. Resources, strategic flexibility and firm performance in emerging and transition economies: Comparison of China and the Czech

Republic. Strategic Management Society Special Topic Conference on Research in Emerging Economies, Hong Kong.

- Doh, J., Uhlenbruck, K., Rodriguez, P., Collins, J. & Eden, L. 2003. Coping with corruption in foreign markets: Costs, dimensions, entry modes, and strategic responses. Carnegie Bosch Conference, Pittsburgh, PA.
- Uhlenbruck, K., Li, H. & Nollen, S. 2003. Firm resources and strategic flexibility in transition economies: Evidence from the Czech Republic. Academy of Management Conference, Seattle, WA.
- Uhlenbruck, K., Rodriguez, P., Doh, J & Eden, L. 2003. Coping with corruption: The effect of government corruption on entry strategy. Academy of Management Conference, Seattle, WA.
- Hitt, M., Bierman, L., Uhlenbruck, K. & Shimizu, K. 2003. The internationalization of professional service firms: Effects of human capital and social capital. Academy of Management Conference, Seattle, WA.
- Uhlenbruck, K., Rodriguez, P., Doh, J & Eden, L. 2003. How corruption affects firm strategy: Entry mode adaptation by telecom MNEs entering emerging economies. Academy of International Business Conference, Monterey, CA.
- Filatotchev, I., Wright, M., Uhlenbruck, K., Tihanyi, L. & Hoskisson, R. 2003. Governance, organizational capabilities and restructuring in transition economies. Conference on Corporate Governance and Investment in Transitioning Economies, Gorbachev Foundation, Boston, MA.
- Hitt, M., Bierman, L., Uhlenbruck, K. & Shimizu, K. 2002. The internationalization of professional service firms: Effects of human capital and social capital on international diversification. Conference on the Strategic Management of Professional Service Firms. Edmonton, Alberta.
- Kang, E. & Uhlenbruck, K. 2002. A process framework of entrepreneurship: From exploration to exploitation, to exit. Academy of Management National Meetings, Denver, CO.
- Uhlenbruck, K. 2002. Entrepreneurship in Transition Economies: Organizational Restructuring and Entrepreneurial Outcomes. Academy of International Business Meetings, San Juan, PR.
- Filatotchev, I., Wright, M., Uhlenbruck, K., Tihanyi, L. & Hoskisson, R. 2002. Governance, organizational capabilities, and restructuring in transition economies. Academy of International Business Meetings, San Juan, PR.
- Uhlenbruck, K., Hitt, M. & Semadeni, M. 2001. Corporate strategy in the new economy: Outcomes of four types of acquisitions. Strategic Management Society, San Francisco, CA.
- Semadeni, M., Hitt, M. & Uhlenbruck, K. 2001. Born international/born electronic: The intersection of electronic commerce and international new ventures. Academy of Management Meetings, Entrepreneurship Division, Washington, DC.
- Uhlenbruck., K. 2001. The leadership role of entrepreneurs in new venture creation: A socio-cognitive approach. Academy of Management Meetings, AMR Theory Development Workshop, Washington, DC.

- Filatotchev, I., Wright, M., Uhlenbruck, K., Tihanyi, L. & Hoskisson, R. 2001. The evolution of modern corporate governance and its effects on firm restructuring in Central and Eastern Europe. European Group for Organizational Studies (EGOS), Lyon, France.
- Uhlenbruck, K. 2000. Acquired foreign subsidiaries in transitional economies: Resource transfers and obstacles to development. Academy of International Business Annual Conference, Phoenix, AZ.
- Uhlenbruck, K. & Hitt, M. 2000. Innovation in alliances: A resource and learning perspective. Strategic Management Society Conference, Vancouver.
- Uhlenbruck, K. & Meyer, K. 2000. Organizational transformation in transition economies: Resource-based and organizational learning perspectives. Academy of Management National Meetings, Toronto.
- Hitt, M. & Uhlenbruck, K. 2000. International strategy and modes of entry: Strategic alliances and mergers & acquisitions. Emerging Issues in International Business, Research Forum, Temple University.
- Uhlenbruck, K., & De Castro, J. 1999. Privatization policies in Eastern Europe: Implications for global firms and performance. Strategic Management Society Conference, Berlin.
- Uhlenbruck, K., Watson, K. & Montanari, J. R. 1999. Organizational restructuring of privatized firms: Foreign direct investment and performance implications. Strategic Management Society Conference, Berlin.
- Uhlenbruck, K. & De Castro, J. 1998. Foreign investment in Central and Eastern Europe: Outcomes of privatization and acquisition in transitional economies. Academy of Management National Meetings, San Diego.
- De Castro, J. & Uhlenbruck, K. 1998. Entrepreneurship and privatization in developing countries: Toward a theory of firm rebirth. Academy of Management National Meetings, San Diego.
- Uhlenbruck, K., De Castro, J. & Meyer, G. D. 1998. Foreign investment in Central and Eastern Europe: Outcomes of privatization and acquisition in transitional economies. Academy of Management National Meetings, San Diego.
- Uhlenbruck, K. & De Castro, J. 1998. An international comparison of firm performance after privatization: The impact of contract conditions set forth by governments in Central and Eastern Europe. Academy of Management National Meetings, San Diego.
- Uhlenbruck, K. 1998. Enterprise restructuring in Central and Eastern Europe: Foreign direct investment and performance implications. International Workshop on Transition and Enterprise Restructuring in Eastern Europe, Copenhagen, Denmark.
- Uhlenbruck, K. & Jasinski, D. 1997. Innovative Cooperation: The Hauser Chemicals / Tastemaker case. Western Casewriters Association, Olympic Park, CA.
- Uhlenbruck, K. 1996. Mergers between private and privatized firms in East-Central Europe: Fit and performance of international acquisitions. Academy of International Business, Western Regional Meetings, San Diego.

- De Castro, J., Strong, K. C. & Uhlenbruck, K. 1995. Social issues in privatization: A stakeholders perspective. Academy of Management National Meetings, Vancouver, BC.
- De Castro, J. & Uhlenbruck, K. 1995. Characteristics of privatization in developed, less developed, and former communist countries: Evidence and implications for management. Academy of Management National Meetings, Vancouver, BC.
- De Castro, J. & Uhlenbruck, K. 1993. The privatization process in developing countries: A strategic model from the perspective of the acquiring firm. Academy of Management National Meetings, Atlanta.
- Uhlenbruck, K., Koberg, C. S. & Sarason, Y. A. 1993. Organizational innovation and life cycle: Changing effects of organizational variables. Academy of Management National Meetings, Atlanta.

PAPERS UNDER REVIEW OR REVISION

- Jaskiewicz, P., Uhlenbruck, K., Balkin, D. & Reay, T. Is nepotism good or bad? A social exchange perspective on types of nepotism. Submitted to Entrepreneurship Theory & Practice.
- Ennen, E. , Richter, A. & Uhlenbruck, K. 2011. Configurations and performance: The role of complementarities in the design of law firms. Submitted to Academy of Management Meetings, San Antonio, TX.

WORKING PAPERS

- Uhlenbruck, K., Hughes, M., Ferrier, W., Hitt, M. & Brymer, R. A competitive dynamics perspective of mergers and acquisitions. To be submitted to Strategic Management Journal.
- Jaskiewicz, P. & Uhlenbruck, K. Board composition and performance in French family firms: An agency perspective. To be submitted to Academy of Management Journal.
- Hughes, M., Ferrier, W., Uhlenbruck, K. & Hitt, M. Acquisitions and aggressive competitive response by rivals. To be submitted to Academy of Management Journal.
- Jaskiewicz, P. & Uhlenbruck, K. Stewardship and nepotism: Performance effects of family presence in management. To be submitted to Academy of Management Journal.
- Collins, J., Uhlenbruck, K. & Reutzler, R. Institutional voids and resource acquisition: A study of entrepreneurs in India. To be submitted to Journal of Business Venturing.

INVITED SPEAKING

- “Stewardship and Nepotism: Performance Effects of Family Presence in Management”, Babson College, Boston, MA (2008)
- “Privatization in Central and Eastern Europe”, The Fletcher School of Law and Diplomacy, Tufts University (2008)

- “Producing Publishable Research in the Field of Professional Services”, Academy of Management, Consulting Division Doctoral Consortium (2008)
- “Optimizing the returns to your dissertation”, Academy of Management, International Management Division, Doctoral Consortium (2007)
- “Academic writing and publishing”, faculty workshop, European Business School (2007)
- “Why Indian firms engage in corruption”, Instituto de Empresa, Madrid, Spain (2007)
- “Why Indian firms engage in corruption: An institutional and social relations perspective”, Universidad Carlos III, Madrid, Spain (2007)
- “Returns to mergers and acquisitions: A competitive dynamics perspective”, Arizona State University, Tempe, AZ (2007)
- “Resources for intellectual property protection and commercialization”, Montana Neuroscience Retreat, Seeley Lake, Montana (2006)
- “Competitor analysis”, Center for New Ventures and Entrepreneurship, Texas A&M University (2001).
- “Creating thriving subsidiaries from acquired firms: The experience of Western MNEs in transitional economies”, Carnegie Bosch Institute, Berlin, Germany (2001)
- “Post-communist privatization and entrepreneurship in Eastern Europe”, Instituto Tecnológico, Mexicali, Mexico (1996)

TEACHING

- | | |
|----------------|---|
| 2004 - present | <u>University of Montana</u>
MBA 603, Integrated Project (some sections long distance)
MBA 665, Strategic Management Seminar (some sections long distance)
MBA 694, International Experience Germany
MGMT 445, Small Business Management and Strategic Planning
(a service learning course)
MGMT 446, Strategic Management
MGMT 495, Independent Study
MGMT 495, International Experience Germany
MGMT 604, Competitive Strategy (some sections long distance) |
| 2007 - present | <u>European Business School</u> , Schloss Reichartshausen, Germany
Doctoral seminar, Research in Strategy and International Management
Doctoral seminar, Academic Writing and Publishing
MBA, Strategic Management I
MS Program, Strategic Change |
| 1999 - 2004 | <u>Texas A&M University</u>
MGMT 685, Independent Study Ph.D. seminar in Entrepreneurship |

MGMT 685, Independent Study Ph.D. seminar in Global Strategy
MGMT 680, Business and Corporate Strategy
MGMT 466, Honors, Strategic Management
MGMT 466, Strategic Management

1996 - 1999 California State University San Marcos
BA 680, Advisor to MBA final projects
GA 671, Strategic Management of 21st Century Government Agencies (MBA)
BA 670, Strategic Management (MBA core)
BA 662, Global Manufacturing and Services Strategy (MBA core,
team-taught with Dr. Jorjani, Professor of Operations Management)
BA 660, Business Plan Development (MBA)
BUS 444, Strategic Management in a Global Environment
BUS 493, Advisor, Senior Experience service learning projects
SSM 491R, Transnational Management

1994-95 University of Colorado
ESBM 4700, Entrepreneurship and Small Business Management
BPOL 4500, Business Policy: Cases & Concepts
MKTG 4400, International Business Seminar

TEACHER TRAINING

Responding to Student Writing: Strategies for Giving Meaningful Feedback, UM workshop

Designing and Managing Online Discussions, UM workshop

Using Blackboard to Enhance your F2F Class, UM workshop

Designing Courses for More Significant Student Learning, UM workshop

Blackboard, School of Business Administration, University of Montana (UM)

Faculty Learning Communities, Center for Teaching Excellence, Texas A&M (2003-4)

Student Motivation, workshop created by CCLE, UW-Madison at Texas A&M

Peer Coaching Program, Faculty Center, California State University San Marcos (1996 – 1999)

Let's Talk Teaching, Faculty Center, California State University San Marcos (1996 – 1999)

British Open University workshop on Distance Education, sponsored by CSU Institute, Long Beach.

Workshop, Using Information Technology in the Classroom, California State University San Marcos

Teacher Training Certificate, Graduate Teacher Program, University of Colorado at Boulder

EXECUTIVE EDUCATION

- 2009 European Business School (EBS), Schloss Reichartshausen, Germany. Faculty workshop on academic writing, publishing and reviewing.
- 2008 Shanghai International Port Group (SIPG), Shanghai, China: Strategic Management
- 2007 European Business School (EBS), Schloss Reichartshausen, Germany. Faculty workshop on academic writing
- 2002 Chinese Petroleum Corporation (CPC): Privatization and Globalization. Taipei, Taiwan. Executive education program for CPC management on privatization and strategic management issues in the wake of CPC's upcoming privatization and deregulation of its markets
- 1997-98 CSUSM Breakfast Seminars: Business opportunities and privatization in Eastern Europe
- 1996 World Trade Institute, Los Angeles, CA. International communication
- 1995 Freedom Chemical Diamalt, Munich, Germany. Organizational development program for all managers of a German firm acquired by Freedom Chemical, Philadelphia, PA
- 1992-95 Prudential Relocation Services, Boulder, CO. Training of expatriates for assignments in Europe
- 1993 Moran, Stahl & Boyer, Boulder, CO. International business seminars

PROFESSIONAL SERVICE ACTIVITIES

Service in University Committees

University of Montana

- Academic Strategic Plan Implementation Group (2010-present)
- Strategic Planning Committee (SOBA, 2010-present)
- International Programs (SOBA, 2007-present, chair 2007-2009)
- International Strategic Planning (UM) (2009)
- International Committee (UM) (2008-2009)
- University Unit Standards (2006-2009; chair 2007/8)
- Faculty Evaluation (2005-2009, chair 2007/8)
- MBA Curriculum (2005-present)
- Faculty Senate (2006-2009)
- Research and Grants (2004-2007)
- Executive Committee, Northwest International Business Educators Network (2004-present)
- Faculty Search, Dept. of Management & Marketing (2004, 2005, 2009 (chair), 2010)

Texas A&M University

- Doctoral Programs, Dept. of Management (2001-2004)
- Fulbright Student Program Selection (2003-04)

Interim Chair, Texas A&M University International Scholarships (2001-02)
Review, Center for Retailing Studies, College of Business (2000-01)
MBA curriculum development, Dept of Management (1999-2000)

California State University San Marcos

Representative, Academic Council of International Programs, CSU system (1997–99)
University Global Affairs (1997-99)
Academic Senate (1996-99)
MBA Program (1997-98)
Faculty search, College of Business (1996-98)
Classroom design (1996-97)

Service to the Student Community

Student advising, University of Montana (Fourbear 2008-present & exchange students 2007-2010)
Doctoral dissertation committee, European Business School, Germany (co-chair) (2009-10)
Doctoral dissertation committee, external referee, Charles University, Prague, CR (2009)
Doctoral dissertation committees, Texas A&M (completed: 5)
Honors program, Texas A&M (2002–3) and California State University San Marcos (1996-97)
Independent studies, University of Montana (2005-present), Texas A&M (2000-3) and California State University San Marcos (1996-98)
Faculty mentor, Student Mentoring Program, California State Univ. San Marcos (1996-97)

Service to the Profession

Editorial Review Board, Academy of Management Journal (2004-2009)
Editorial Review Board, Strategic Management Journal (2009 – present)
Editorial Review Board, Strategic Entrepreneurship Journal (2009 – present)
Editorial Review Board, Journal of International Business Studies (2007-2010)
Editorial Review Board, Journal of Management Studies (2003-2008)
Editorial Review Board, Journal of International Management (2004-2006)
Editorial Review Board, Journal of Management (2001-2002)
Reviewer (ad hoc), Academy of Management Executive, Academy of Management Review, Advances in International Management, European Accounting Review, European Journal of International Management, International Business Review, Journal of Business Ethics, Journal of Business Research, Journal of Socio-Economics, Journal of World Business, Management International Review, Organization Science, Organization Studies.
Reviewer, Academy of Management National Meetings, Business Policy & Strategy, Entrepreneurship, and International Management divisions; Academy of International Business Meetings; Strategic Management Society International Conference; numerous regional conferences.

Elected representative at large, Global Strategy IG, Strategic Management Society (2008-2010)

Chair, AIB Junior Faculty Consortium, Academy of International Business Conference, Quebec City, Canada, 2005.

Organizer, host, presenter and panel chair, Enterprise Strategies in Emerging Economies: A Comparative Approach. Academy of International Business Conference, Stockholm, Sweden, 2004.

Organizer, host and panel chair, Corruption: Source, Nature, Measurement and Impact on International Business. Academy of International Business Conference, Stockholm, Sweden, 2004.

Organizer, host and moderator, Workshop on Entrepreneurship in Transition Economies, Academy of Management Meetings, Denver, 2002.

Strategic Management Society/McKinsey Best Paper Award Committee (2001, 2002)

Local Arrangements Committee, 1998 Academy of Management National Meetings, San Diego, CA.

Chair and Discussant at numerous international, national, and regional conferences.

Liaison, Entrepreneurship and International Management divisions, Academy of Management (1998-2000)

GRANTS AND RESEARCH FUNDING

Montana Board of Research and Commercialization Technology (MBRCT), \$12,000 as co-investigator as part of a \$200,000 grant (2010-11)

Montana Board of Research and Commercialization Technology (MBRCT), \$13,500 as co-investigator as part of a \$197,000 grant (2009-10)

Montana Board of Research and Commercialization Technology (MBRCT), \$35,000 as co-investigator as part of a \$450,000 grant (2007-9)

University of Montana Research Grant Program, \$4,500 (2005)

Carnegie Bosch Institute, Carnegie Mellon University, \$2,000 (2003)

Mays School of Business Research Grant, Texas A&M University, \$3,500 (2003)

Mays School of Business, Summer Research Grant \$10,000 (2003)

Shell Oil Company Foundation, Research Grant, \$15,000 (2002)

International Travel Grant, Texas A&M University, \$1,750 (2002)

European Union Center, Texas A&M University, \$2,500 (2002)

Mays School of Business, Summer Research Grant \$10,000 (2002)

Carnegie Bosch Institute, Carnegie Mellon University, \$2,000 (2001)

Mays School of Business Research Grant, Texas A&M University, \$7,500 (2000)

Center for Human Resource Management, Texas A&M, \$1,000 (2000)

Dr. Bronner International Research Scholarship, \$1,000 (1998)

California State University San Marcos, Summer Research Grant, \$12,500 (1997)

California State University San Marcos, Summer Research Grant, \$5,500 (1996)

Hart Summer Research Fellowship, University of Colorado, \$3,000 (1994)

INDEPENDENT CONSULTING

2006/7 Center for Structural & Functional Neuroscience, School of Pharmacy and Allied Health Sciences, University of Montana. Commercialization of tech transfer projects

1995 Freedom Chemical Company, Philadelphia, PA. Lead consultant on international merger integration

1994-95 Tucker International, Boulder, CO

PROFESSIONAL ASSOCIATIONS

Academy of International Business.

Academy of Management; Business Policy and Strategy, Entrepreneurship, and International Management divisions.

Ciber Cross-Cultural Collegium (C4) (1996-1999)

European Group for Organizational Studies (EGOS) (2001-2002).

Strategic Management Society.

Western Academy of Management.

Western Casewriters Association.

LEGAL STATUS:

Dual citizenship (U.S. and German)