

## **Rakesh B. Sambharya**

Professor of Management and International Business  
Associate Dean, Graduate Studies  
School of Business  
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Date of Birth: February 16, 1952

Immigration Status: U.S. citizen.

### **Education**

School of Business Administration, Temple University, Philadelphia, PA  
Ph.D. in Business Administration, January 1987.  
Areas of Concentration: Strategic Management and International Business

Indian Institute of Management, Calcutta, India  
M.B.A. with major in Marketing, 1976.

College of Engineering, University of Poona, Poona, India  
B.E. in Electrical Engineering, 1974.

### **Dissertation**

The Impact of Transborder Data Flow Regulations on the Strategy and Operations of U.S. Based Multinational Corporations.

### **Employment**

Associate Professor with tenure, School of Business, Rutgers University- Camden, 1996-present.

Assistant Professor, School of Business, Rutgers University - Camden, 1990-1996.

Assistant Professor, Department of Management, College of Business and Economics, University of Kentucky, 1986-1990.

Adjunct Lecturer (Spring 1986) and Teaching Associate (Fall '84 to Fall '85)

Department of Management, School of Business Administration, Temple University,  
Philadelphia, PA.

Consultant, Venlak Incorporated, Philadelphia, Summer 1984.

Marketing project involving a review of cases of firms which have been able to brand undifferentiated products and recommend strategies for a building material product.

Consultant, First Pennsylvania Bank, Philadelphia, Summer 1983.

Marketing research project involving design of field study, data collection, analysis, and evaluation of direct mail advertising.

Export Officer, Jyoti Limited, Bombay, India, 1976-1980.

Responsible for export sales, showroom, public relations, and liaison with numerous government agencies for an international engineering company.

Marketing Analyst, Godrej and Boyce Manufacturing Company, Bombay,  
India, Summer 1975.

Involved in a national marketing research project assessing the effect of credit squeeze and inflation on consumer preferences of consumer durables.

### **Teaching Interests**

#### Courses Taught

Business Policy (Undergraduate, MBA)  
Seminar in Strategic Management (Doctoral)  
Comparative and International Management (MBA)  
International Business Environment (MBA) – *Distance Learning*  
Globalization (Undergraduate and MBA)  
Multinational Business (Undergraduate)  
Introduction to Business (Undergraduate)  
Organizational Analysis (Undergraduate)

### **Research Interests**

International Business	Strategic Management
Cross-cultural Management	Global Competition
Top Management Teams	Diversification Strategies
International Competitiveness	Japanese Management
Corporate Reputation	Keiretsu Groups
Innovation and Internationalization	Security Analyst Behavior

## Refereed Articles

Published after Tenure Attained

- Sambharya, Rakesh B. and Banerji, Kunal. Keiretsu Membership and Supplier Firm Performance in the Japanese Automobile Industry. Management International Review 2006, 46(1), pp. 7-37.
- Sambharya, Rakesh B., Kumaraswamy, Arun, and Banerji, Snehamy. Information Technology and the Future of the Multinational Enterprise. Journal of International Management. 2005 11(2), pp. 143-161.
- Elango, B. and Sambharya, Rakesh. B. The Influence of Industry Structure on the Entry Mode Choice of Overseas Entrants in Manufacturing Industries. Journal of International Management, 2004, 10(1), pp. 107-124.
- Mauri, Alfredo and Sambharya, Rakesh B. An Empirical Investigation of the Relationship Between Global Integration and MNE Performance. Management International Review, 2003 (Special Issue), 43(2), pp. 27-45.
- Mauri, Alfredo and Sambharya, Rakesh B. The Impact of Global Integration on MNC Performance: Evidence from Global Industries. International Business Review, 2001, 10(4), pp. 441-454.
- Goll, Irene, Sambharya, Rakesh B., and Tucci, Lou. Top Management Teams, Corporate Ideology, and Firm Performance: A Covariance Structure Model. Management International Review, 2001, 40 (2), pp. 109-129.
- Mascarenhas, Briance and Sambharya, Rakesh B. Sources of International Competitiveness and What They Mean for Business Policy and Public Policy. Global Outlook: An International Journal of Business, Economics, and Social Policy, 2000, 12(4), pp. 111-121.
- Sambharya, Rakesh B. Assessing the Construct Validity of Strategic and SIC-based Measures of Corporate Diversification. British Journal of Management, June 2000, 11 (2), pp. 163-174.
- Goll, Irene, and Sambharya, Rakesh B. Rational Model of Decision Making, Diversification Strategy and Firm Performance. Scandinavian Journal of Management, 1998, 14(4), pp. 479-492.
- Banerji, Kunal, and Sambharya, Rakesh B. Effect of Network Organization on Alliance Formation: A Study of the Japanese Automobile Ancillary Industry. Journal of International Management, 1998, 4(1), pp. 41-57.
- Cordeiro, James, and Sambharya, Rakesh B. Do Corporate Reputations Influence

Security Analysts Earnings Forecasts? Corporate Reputation Review, Summer/Fall 1997, 1(1), pp. 94-98.

Mascarenhas, Briance and Sambharya, Rakesh B. The Pattern of Density in Two Global Industries. Management International Review, 1996, 36 (4), pp. 331-354.

Sambharya, Rakesh B. Foreign Experience of Top Management Teams and Its Effect on International Diversification Strategies of U. S. Multinational Corporations. Strategic Management Journal, December 1996, 17(9), pp. 739-746.

Published before Tenure Attained

Banerji, Kunal and Sambharya, Rakesh B. Vertical Keiretsu and International Market Entry: The Case of the Japanese Automobile Ancillary Industry. Journal of International Business Studies, 1996, 27 (1), pp. 89-113.

Goll, Irene and Sambharya, Rakesh B. Corporate Ideology, Diversification Strategy, and Firm Performance. Organization Studies, 1995, 16(5), pp. 823-846

Sambharya, Rakesh B. The Combined Effect of International and Product Diversification Strategies on the Performance of U.S.-Based Multinational Corporations. Management International Review, 1995, 35(3), pp. 197-218.

Sambharya, Rakesh B. Organizational Decisions in Multinational Corporations: An Empirical Study. International Journal of Management, September 1994, 11 (3), pp. 827-838.

Sambharya, Rakesh B. and Phatak, Arvind. The Effect of Transborder Data Flow Restrictions on American Multinational Corporations. Management International Review, 1990, 30 (3), pp. 267-289.

LaJaunie, Louis and Sambharya, Rakesh B. Mediatory Myth: A Tool for Managing Organizational Culture in MNCs. In B. Prasad (Ed.) Advances in International Comparative Management, 1990, volume 5, pp. 211-225, JAI Press.

Goll, Irene and Sambharya, Rakesh B. The Effect of Organizational Culture and Leadership on Firm Performance. In P. Shrivastava and R. Lamb (Eds.) Advances in Strategic Management, 1990, volume 6, pp. 183-200, JAI Press.

Johnson, Nancy B., Sambharya, Rakesh B., and Bobko, Phillip. The Relationship among Deregulation, Business Strategy, and Wages in the Airline Industry. Industrial Relations, Fall 1989, 28 (3), pp. 419-430.

Chaganti, Rajeswararao and Sambharya, Rakesh B. Strategic Orientation and Characteristics

of Upper Management. Strategic Management Journal, July-August, 1987, 8 (4), pp. 393-402.

Chandran, Rajan, Phatak, Arvind, and Sambharya, Rakesh B. Transborder Data Flows: Issues and Implications for Multinational Corporations. Business Horizons, November-December, 1987, 30 (6), pp. 74-82. Reprinted in J. N. Sheth and A. Eshghi (eds.), Global Microeconomic Perspectives, Cincinnati: SouthWestern, 1990.

Hopkins, Donald H. and Sambharya, Rakesh B. Are There Links Between Corporate Level Strategy Choices and Market Share? Business Insights, Fall, 1986, 6(1), pp. 16-20.

### **Refereed Proceedings**

Banerji, Kunal. and Sambharya, Rakesh. B. Cracks in the Keiretsu: Supplier Behavior of Suppliers in the Japanese Automobile Industry. Academy of Management Best Papers Proceedings. August 2004, pp. G1-G6.

Goll, Irene, Sambharya, Rakesh B., and Johnson, Nancy. B. Environment, Top Management Demographic Characteristics, and Strategy: A Longitudinal Study of the Airline Industry. Proceedings of the 7th International Conference of Eastern Academy of Management, Dublin, Ireland, June 1997, pp. 230-234.

Hand, Barry M. and Sambharya, Rakesh B. International Diversification Strategy: Combining Two Perspectives. Proceedings of the Eastern Academy of Management, 1990, pp. 68-71.

Sambharya, Rakesh B. Managerial Characteristics and MNC Performance. Academy of Management Best Papers Proceedings, 1989, pp. 111-115.

Banerji, Kunal. and Sambharya, Rakesh. B. Organizational Orientation and Control Systems in MNCs. Proceedings of the Southern Management Association, 1989, pp. 292-294.

Chaganti, Rajeswararao and Sambharya Rakesh B. Strategic Orientation and Upper Echelon Characteristics. Academy of Management Best Papers Proceedings, 1986, pp. 2-6.

Hopkins, H. Donald and Sambharya, Rakesh B. Corporate Strategy and Market Share. Proceedings of the Eastern Academy of Management, 1984, pp. 74-77.

### **Other Publication**

Sambharya, Rakesh B. India Pushes Forward Towards a Dynamic Information Policy. Transnational Data and Communications Report, February 1986, 9 (2), pp. 19-20.

## **Articles Under Review**

Sambharya, Rakesh B., and Rasheed, Abdul A., Does Economic Freedom in Host Countries Lead to Increased Foreign Direct Investment? Under revise and resubmit at the Journal of International Management.

Sambharya, Rakesh B., and Lee, J. Exploiting International and Product Diversification Strategies to Develop Innovative Capabilities: A Longitudinal Study of the World's Largest MNCs. Under revise and resubmit at Journal of Management Studies.

Sambharya, Rakesh B. Security Analysts' Earnings Forecast as a Measure of Firm Performance: An Empirical Exploration of its Domain. Under review at Managerial and Decision Economics.

Veliyath, R., and Sambharya, R. B. Internationalizing of R&D among MNCs: An empirical investigation of country-level determinants. Under revise and resubmit at Management International Review.

## **Book Review**

Heller, F., Drenth, P., Koopman, P., and Rus, V., Decision in Organizations: A Three Country Comparative Study. London: Sage Publications 1988.  
Reviewed by Sambharya, Rakesh B. in the Journal of Organizational Behavior, January 1990, 11(1) pp.85-90.

## **Invited Presentations**

Research in Information Systems (RIS) (Think tank), New Delhi, 2007.  
Pennsylvania State University, Great Valley Campus, March 2004.  
Columbia University, Cross-Disciplinary Seminar Series, October 1998.  
Temple University, March 1994  
Rutgers University- Newark, April 1994.

## **Keynote Address**

Keynote speaker at the 36<sup>th</sup> Marketing Congress organized by the Institute of Marketing and Management, New Delhi, India. Spoke to an audience of 600 delegates on 'Marketing India in International Fora' in July 2005.

## **Conference Presentations**

Parente, R., and Sambharya, R. B. Effects of Supplier dependency on Business Performance: A Study of the Brazilian Automobile Industry. Paper presented at the Annual Meeting of the Academy of International Business, San Diego, Ca., June 2009.

Sambharya, R. B., and Rasheed, A. A. Conceptualizing Global Risk in a Changing World:

- Looking Beyond the Political Dimension. Paper presented at the Annual Meeting of the Academy of International Business, San Diego, Ca., June 2009.
- Veliyath, R., and Sambharya, R. B. Internationalizing of R&D among MNCs: An empirical investigation of country-level determinants. Paper presented at the Annual Meeting of the Academy of Management, Anaheim, Ca., August, 2008.
- Veliyath, R., and Sambharya, R. B., Fatehi, K., Malik, P., Fucillo, J. The Off-shoring of R&D by Multinational Corporations: Some Strategic Issues: Issues in Off-shoring of R&D. Presenter at a Professional Development Workshop at the Annual Meeting of the Academy of Management, Anaheim, Ca., August, 2008.
- Sambharya, R. B., and Rasheed, A. A. Conceptualizing Global Risk in a Changing World: Looking Beyond the Political Dimension. Paper presented at the Fifth Annual AIB Conference on Emerging Research Frontiers in International Business on Conflict, Security, and Political Risk: International Business in a Challenging Environment, November 28- December 1, 2007, Miami, FL.
- Mudambi, R., Sambharya, R. B., Treichel, M. Z. Do Top Management Teams Matter in the Pre-market Evaluation of IPOs? Paper presented at the Annual Meeting of the Academy of Management, Philadelphia, August 2007.
- Sambharya, R. B., Veliyath, R., & Fatehi, K. The effects of country environments on the internationalization of research and development expenditures in multinational corporations. Paper presented at the Annual Meeting of the Academy of International Business, Indianapolis, June 2007.
- Sambharya, R. B. Does economic freedom lead to foreign direct investment? Paper presented at the Annual Meeting of the Academy of Management, Atlanta, August 2006.
- Banerji, K. and Sambharya, R. B., & Miranda, S. Partner Switching and organizational Growth: A Look at the Japanese Automobile Ancillary Industry. Paper presented at the Annual Meeting of the Academy of International Business, Quebec City, Canada, July 2005.
- Banerji, K. and Sambharya, R. B. Cracks in the Keiretsu: Supplier Behavior of Suppliers in the Japanese Automobile Industry. Paper presented at the Annual Meeting of the Academy of Management, New Orleans, August 2004.
- Banerji, K. and Sambharya, R. B. Keiretsu is Dead – Long Live the Keiretsu: Opportunistic Behavior and Partner Switching in Japanese Auto Industry. Paper presented at the Annual Meeting of the Academy of International Business, Stockholm, July 2004.
- Sambharya, R. B., Kumaraswamy, A., and Banerji, S. Information Technology and the Future of the Multinational Enterprise. Paper presented at the 5<sup>th</sup> Annual International

Business Research Forum, Fox School of Business and Management, Temple University, Philadelphia, March 2004.

Elango, B. and Sambharya, R. B. The Influence Of Host-Country Industry Structure On The Entry Mode Choice: A Multicountry Study. Paper presented at the Annual Meeting of the Academy of Management, Seattle, August 2003.

Sambharya, R. B. Security Analysts' Earnings Forecasts as a Measure of Firm Performance: An Empirical Exploration of Its Domain. Paper presented at the Annual Meeting of the Academy of Management, Washington D. C., August 2001.

Mauri, A. and Sambharya, R. B. The Impact of Global Integration on MNE Performance: Evidence From Global Industries. Paper presented at the Annual Meeting of the Academy of Management held at Toronto, Canada, August 2000.

Zahra, S. A., Sambharya, R. B., and Lee, J. The Effect of International and Product Diversification on MNCs' Innovation. Paper presented at the Annual Meeting of the Academy of Management held at Toronto, Canada, August 2000.

Sambharya, R. B., and Cordeiro, J. J. Are Security Analysts' Swayed by Corporate Reputations in Making their Earnings Forecasts. Paper presented at the Annual Meeting of the Academy of Management meeting in San Diego, August 1998.

Goll, I., Sambharya, R. B., and Johnson, N. B. Environment, Top Management Demographic Characteristics, and Strategy: A Longitudinal Study of the Airline Industry. Proceedings of the 7th International Conference of Eastern Academy of Management, Dublin, Ireland, June 1997

Cordeiro, J. J. and Sambharya, R. B. Does Corporate Reputation Influence Security Analysts Earnings Forecasts: An Empirical Study. Paper presented at the Conference on Corporate Reputation, Image, and Competitiveness, at New York University, January, 1997.

Johnson, N. B., Goll, I., and Sambharya, R. B. The Effect of Deregulation and Strategy on Wage Dispersion: The Case of the Airlines. Paper presented at the Conference on Collective Bargaining and Public Policy sponsored by the Center for Labor Policy, Humphrey Institute of Public Affairs and the Industrial Relations Center, Carlson School of Management, University of Minnesota, Minneapolis in October, 1996.

Banerji, K. and Sambharya, R. B. The effect of Keiretsu on Joint Venture Formation: A Look at the Japanese Automobile Industry. Paper presented at the Annual Meeting of the Academy of International Business in Banff, Canada, September, 1996.

Banerji, K. and Sambharya, R. B. Choosing the Right Friends: The Effect of Keiretsu on Joint Venture Formation in the Japanese Automobile Ancillary Industry. Paper

- presented at the Annual Meeting of the Academy of Management, in Cincinnati, August, 1996.
- Goll, I. and Sambharya, R. B. Diversification Strategy as a Mediator in the Relationship Between Rational Decision-Making and Firm Performance. Paper presented at the Annual Meeting of the Academy of Management, in Cincinnati, August, 1996.
- Sambharya, R. B. An Alternative Measure of Firm Performance: Security Analysts' Earnings Forecasts. Paper presented at the 15th annual Strategic Management Society Conference, Mexico City, Mexico in October, 1995.
- Banerji, K. and Sambharya, R. B. Can Keiretsu Members Firms Improve Their Performance? The Case of the Japanese Automobile Industry. Paper presented at the 15th annual Strategic Management Society Conference, Mexico City, Mexico in October, 1995.
- Mascarenhas, B. and Sambharya, R. B. Determinants of International Competitiveness: An Comparative Study. Paper presented at the 15th Annual Strategic Management Society Conference, Mexico City, Mexico in October, 1995.
- Banerji, K. and Sambharya, R. B. To Follow or not to Follow: Japanese Automobile Ancillary Firms in the U.S. Paper presented at the Annual Meeting of the Academy of Management in Vancouver, Canada, August, 1995.
- Mascarenhas, B. and Sambharya, R. B. Sources of International Competitiveness: An Empirical Analysis. Paper presented at the Annual Meeting of the Academy of Management in Vancouver, Canada, August, 1995.
- Banerji, K. and Sambharya, R. B. Keiretsu Membership and Supplier Performance in the Japanese Automobile Ancillary Industry. Paper presented at the Annual Meeting of the Academy of International Business in Boston, November 1994.
- Mascarenhas, B. and Sambharya, R. B. Understanding Global Industry Evolution: Integrating the International Product Life Cycle and Population Ecology Perspectives. Paper presented at the Annual Meeting of the Academy of Management in Dallas, August 1994.
- Banerji, K. and Sambharya, R. B. International Market Decision Strategies and Performance of Japanese Automobile Ancillary firms: An Empirical Study. Paper presented at the Annual Meeting of the Academy of International Business in Brussels, Belgium, November 1992.
- Goll, I., Sambharya, R. B. and Tucci, L. Top Management Teams, Ideology, and Firm Performance: A Covariance Structure Model. Paper presented at the Annual Meeting of the Academy of Management in Las Vegas, August 1992.

- Sambharya, R. B. and Hand, B. Convergent Validity Problems in the Measurement of Corporate Diversification. Paper presented at the Annual Meeting of the Academy of Management in Las Vegas, August 1992.
- Banerji, K. and Sambharya, R. B. Small Firms, Networks and Foreign Market Entry: A Strategic Framework. Paper presented at the Annual Meeting of the Academy of Management in Miami, August 1991.
- Sambharya, R. B. and Hand, B. International and Product Diversification Strategies of the U. S. MNCs and Their Relationship to Foreign and Overall Performance. Paper presented at the Annual Meeting of the Academy of International Business in Toronto, October 1990.
- Gordon, G. L. and Sambharya, R. B. Which Way Do We Go: Strategic Choice in the U. S. Telecommunications Industry. Paper presented to the Second Conference on Strategic Leadership in High Technology Organizations in Denver, January 1990.
- LaJaunie L. and Sambharya, R. B. Mediatory Myth: A Tool of Managing Culture in MNCs. Paper presented to the Conference on International Personnel and Human Resource Management in Hong Kong, December 1989.
- Sambharya, R. B. and Lei, D. Expanding the Horizons of International Business Research. Paper presented at the Annual Meeting of the Academy of International Business in Singapore, November 1989.
- Banerji, K. and Sambharya, R. B. Organizational Orientation and Control Systems in MNCs. Paper presented to the Southern Management Association meeting in New Orleans, November, 1989.
- Goll, I. and Sambharya, R. B. Linking Dominant Coalition Beliefs and Values to Firm Performance. Paper presented at the 9th Annual Strategic Management Society Conference in San Francisco, October, 1989.
- Sambharya, R. B. Managerial Characteristics and MNC Performance. Paper presented at the Annual Meeting of the Academy of Management in Washington, DC, August 1989.
- Sambharya, R. B. Organizational Decisions, Characteristics and Performance of Multinational Corporations. Paper presented at the Annual Meeting of the Academy of Management in Anaheim, CA, August, 1988.
- Sambharya, R. B. The Content of Decision Making in Multinational Organizations. Paper presented at the Annual Meeting of the Academy of International Business in Chicago, November, 1987.

Sambharya, R. B., Phatak, A. V. and Chandran, R. The Impact of Transborder Data Flow Restrictions on American Multinational Corporations. Paper presented the Annual Meeting of the Academy of International Business in Chicago, November 1987.

Johnson, N. B. and Sambharya, R. B. The Interaction of Business Strategy Regulation, and Unions on Wages. Paper presented at the Annual Meeting of the Academy of Management in New Orleans, August, 1987.

Sambharya, R. B. and Goll, I. Computer Information Flows and Organizational Characteristics of U.S. MNCs. Paper presented at the Annual Meeting of the Academy of International Business in London, November, 1986.

Chaganti, R. and Sambharya, R. B. Strategic Orientation and Upper Echelon Characteristics. Paper presented at the Annual Meeting of the Academy of Management in Chicago, August, 1986.

### **Research in Progress**

Top management teams and the Valuation of Initial Public Offerings.

Corporate Reputation and Security Analysts' Earnings Forecasts.

The Effect of Innovation, and Research and Development on American, European and Japanese Multinational Corporations.

Keiretsu Affiliation and Its Effect on Internationalization and Performance.

Corruption and Foreign Direct Investment.

Internet and its Impact on Multinational Corporations.

Conceptualizing Global Risk.

Managerial Discretion and CEO Job Security.

### **Awards and Honors**

Ranked 88<sup>th</sup> out of 2495 active researchers in the field of International Business for research productivity during the period 1996-2006 according to a study by Xu, S., Yalchinkaya, G, Seggie, S, H., 2008. Prolific authors and institutions in leading International Business journals. *Asia Pacific Journal of Management*, 25: 189-207.

Ranked 20<sup>th</sup> out of 517 active researchers in the field of International Strategic Management during the period 1991 to 2000 according to a study by Lu, Jane. 2003. The evolving contributions in international strategic management research. *Journal of International Management*, 9(2): 193-213.

Rutgers University, School of Business – Outstanding Teaching Award 2004 - \$2000.00

Rutgers University, School of Business – Outstanding Service Award 2000 - \$2000.00

Academy of Management 1998 Annual Meeting San Deigo, Business Policy and Strategy Division - Service above and beyond the call of duty.

Rutgers University, Center for International Business and Education, - \$ 5,000.00 competitive research grant, 1997-1998.

Rutgers University, Teaching Excellence Center Award for Developing A New Course- \$1,000.00 - 1996.

Rutgers University Research Council Grant, 1991- \$ 1680.00.

University of Kentucky Curriculum Development Award 1987- Internationalizing the Business Policy course - \$1000.00

### **Doctoral Committees**

External examiner for the following 2 Ph. D. Students

1) Omar Malik, Temple Univerity, 2004.

Topic: Technology Absorption Strategies, Government Policies and Performance in Firms from Less Developed Countries: Evidence from India and Pakistan

2) Thomas Osegowitsch, University of Western Australia, 2003.

Topic: The Relationship between Global Integration and Performance in Multinational Professional Engineering Companies.

### **Professional Activities**

Editorial Board: Journal of International Management (1999 to present)  
Management International Review (2000 to present)  
Advances in Competitiveness Research (1994-2000)  
International Journal of Indian Culture and Business Management (2007 to present).  
International Journal of Workplace Management (2007 to present)

Member: Academy of International Business  
Academy of Management  
Strategic Management Society

Adhoc Reviewer:

- 1) Journals
- Academy of Management Journal
  - Strategic Management Journal
  - Journal of International Business Studies
  - Academy of Management Review
  - Journal of Management Studies
  - Journal of Management
  - Management International Review
  - Organization Studies
  - International Business Review
  - Journal of Management and Governance
  - Corporate Governance: An International Review
  - Human Relations
  - European Management Journal
  - Asia Pacific Journal of Management
  - Journal of Business Research
  - American Asian Review
  - MIS Quarterly
  - Journal of International Consumer Marketing
  - Multinational Finance Journal
- 2) Conferences:
- Academy of International Business - National and North East Meetings
  - Academy of Management - National Meetings (International Management Division and Business Policy and Strategy Divisions)
- Discussant:
- Academy of Management – Annual Meeting, Chicago, 2009.
  - Academy of Management – Annual Meeting, Anaheim, Ca., 2008.
  - Academy of International Business, Milan, Italy, July 2008.
  - Academy of International Business, Quebec City, Canada, July 2005.
  - Academy of International Business, Puerto Rico, 2002
  - 3<sup>rd</sup> Annual International Business Research Forum, Fox School of Business and Management, Temple University, Philadelphia, March 2002.
  - Academy of Management – Annual Meeting, Washington, D. C. 2001.
  - Academy of Management - Annual Meeting, Atlanta 1993.
  - Academy of International Business - Annual Meeting, Miami 1991
- Chair:
- Session: Role of Mergers & Acquisitions in MNC Strategies  
International Management Division  
Academy of Management Annual Meeting, Anaheim, 2008.
  - Session: Knowledge Transfer and Spillovers  
International Management Division  
Academy of Management Annual Meeting, Philadelphia, 2007.

Session: China  
Academy of International Business – Annual Meeting, Quebec City,  
2005.

Session: Ethics, Morality and Compensation: The Global Challenge  
International Management Division  
Academy of Management Annual Meeting, Denver, 2002.

Session: Building a Global Strategy: Structure, Configuration and  
Diversification  
International Management Division  
Academy of Management Annual Meeting, Chicago, 1999.

Session: Revisiting TMT Research  
Business Policy Division  
Academy of Management Annual Meeting, Chicago, 1999.

Session: Business Government Relations  
Academy of International Business – North East, Philadelphia, 1999

Session: Headquarters-Affiliate Relationship  
International Management Division  
Academy of Management - Annual Meeting, Dallas, 1994.

Facilitator                      Session: Outsourcing and Offshoring  
Interactive Paper  
Academy of Management Annual Meeting, Philadelphia, 2007.

Faculty Participant, Doctoral Consortium, International Management Division, Academy of  
Management, Boston, August 1997.

Member Organizing Committee, Northeast Academy of International Business Meeting Co-  
sponsored by Temple University held in Philadelphia, PA, June 1999.

### **Service**

Director, Rutgers University Invitational MBA Case Tournament, 1995-2001.

Coordinator for Management and Marketing Seminars and Distinguish Scholar Lecture  
Series (1994-2004).

Coordinator, Management Area, November-December 2000, Fall 2001- to Spring 2003.  
Coordinator, Strategy, International Business & Entrepreneurship group July 1, 2006 to Fall  
2007

### Committees Served

University of Kentucky	Undergraduate Studies Committee Computer Advisory Committee Deans Advisory Committee International Programs Committee
Rutgers University	Dean's Cabinet, Spring 2008 to present. Graduate MBA committee, Spring 2008 to present. Chancellor's Executive Council on Diversity and Equity, Fall 2007 to present Member, MBA Task Force, Fall 2007-Fall 2008. Co-Chair, Research committee, Fall 2007-Spring 2008. Co-Chair. Graduate Student Committee (Fall 2004 – Fall 2007) Chair, Faculty Composition and Development Committee, Fall 2001 to Spring 2004. International MBA Student Advisor, Fall 2003 to Spring 2004. Peer Evaluation Committee (Chair) – 1997-1998, 1998-99, 1999-2000. Promotion and Tenure Committee, 1996 – present. Appointments and Promotions Committee – 1995-1996. Procedures Committee - 1998 to 2002. Research Committee – 1998-1999. Policy Committee – 1995-1996. Scholarship Committee 1991-92. Computer Advisory Committee 1990-1991, 1999- present. Instructional Resources Committee 1992-1993. Intellectual Contributions Committee 1993-94.

Presentation: “Strategies for Coping with Cross-cultural Differences” given to 1) Gloucester County Mental Health Center and 2) Woodbury Public Schools

## References

Professor Arvind Phatak  
Laura Conwell Chair  
Department of Management  
School of Business and Management  
Temple University  
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Professor Mark Dollinger  
Glaubinger Professor of Business Adm.  
School of Business  
Indiana University  
Bloomington IN 47405  
(812) 855-9200

Professor James Lang  
Charles O. Stricker Professor  
Department of Management  
College of Business and Economics  
Virginia Polytechnic Institute

Shaker A. Zahra  
Robert Buuck Chair and Professor  
Center for Entrepreneurial Studies &  
Department of Strategic Management &  
Organization

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