

MONA VERMA MAKHIJA

724 Fisher Hall
Max M. Fisher College of Business
The Ohio State University
Columbus, OH 43210
(614) 292-8692

2310 Hoxton Court
Columbus, OH 43220
(614) 538-8549

email: Makhija.2@osu.edu

EDUCATION:

Doctor of Philosophy in Business, 1990
University of Wisconsin-Madison
Graduate School of Business
Major: International Business

Master of Public Policy & Administration, 1982
University of Wisconsin-Madison
The LaFollette Institute of Public Policy & Admin.
Major: Public Policy and Administration

Master of Business Administration, 1981
University of Wisconsin-Madison
Major: Management

Bachelor of Arts, 1978
University of Wisconsin-Madison
Major: Psychology

RESEARCH INTERESTS:

International strategy/ international business: global strategies, management of multinational firms, cross-national differences in firm structures and strategies

Institutional differences across national contexts: government-business relationships; political risk analysis

Organizational issues: structure and control mechanisms; knowledge management

EXPERIENCE:

Professor of International Business, 2012-present
Area Editor, *Journal of International Business Studies* 2013-2016
Fisher College of Business
The Ohio State University

Associate Professor of International Business, 2005-2012
Fisher College of Business

The Ohio State University

Assistant Professor of International Business, 1999-2005
Fisher College of Business
The Ohio State University

Assistant Professor of Strategy, 1991-1999
Katz Graduate School of Business
University of Pittsburgh

PUBLICATIONS:

Doh, J., Rodrigues, Saka-Helmhout, A., and Makhija, M. 2017. International business responses to institutional voids. Journal of International Business Studies, 48 (3): 293-307.

Morris, S., Zhong, B., and Makhija, M. 2015. Going the distance: the pros and cons of expanding employees' global knowledge reach. Journal of International Business Studies, 46 (5): 552-575.

Song, S., Makhija, M, and Kim, S. 2015. International investment decisions under uncertainty: Contributions of real options theory and future directions. Journal of Management and Organization, 1-26.

Song, S., Lee, S., & Makhija, M. 2015. Operational hedging in foreign direct investments under volatile and divergent exchange rates across countries. Journal of World Business, 53: 548-557.

Young, S. and Makhija, M. 2014. Firms' corporate social responsibility behavior: An integration of institutional and profit maximization approaches. Journal of International Business Studies, 45: 670-698.

Song, S., Makhija, M. and Lee, S. 2014. Within- and across-country flexibility of foreign direct investments under uncertainty. Global Strategy Journal, 4(2): 127-142.

Turner, K. and Makhija, M. 2012. Reconsidering the role of the individual in the information processing perspective. Strategic Management Journal, 33: 661-680

Lee, S. and Makhija, M. 2009. Is international flexibility valuable during an economic crisis? Strategic Management Journal, 30, 5: 537-555.

Lee, S. and Makhija, M. 2009. The effect of domestic uncertainty on the real options value of international investments. Journal of International Business Studies, 40: 405-420.

Lee, S. and Makhija, M. 2008. The value of real options investments under abnormal uncertainty: The case of the Korean economic crisis. Journal of World Business. 43, 1: 16-34.

Song, S., Makhija, M. and Lee, S. 2008. A comparison of switching and growth options in foreign direct investments. Academy of Management Proceedings. p.1-6.

Lee, S., Makhija, M. and Paik, Y. 2008. The value of real options investments under abnormal uncertainty: The case of the Korean economic crisis. Journal of World Business, 43(1): 16-34.

Turner, K. and Makhija, M. 2006. The role of organizational control systems in managing knowledge. Academy Management Review. 31, 1: 198-217.

Makhija, M. and Shenkar, O. 2005. National contexts and the metanational perspective. Advances in International Management. JAI Press.

Makhija, M., Ben-Zion, U. and Harel, G. 2005. Elscint and the Medical Imaging Industry.” In Peng, M., Global Strategy. Thomson-Southwestern Publishing.

Makhija, M. 2004. The value of restructuring in emerging economies: The case of the Czech Republic. Strategic Management Journal. 25, 3: 243-265.

Makhija, M., Ben-Zion, U. And Harel, G. 2004. “Elscint, Incorporated and the Worldwide Medical Imaging Industry.” In O.Shenkar and Y. Luo, International Business. Wiley Publishers. (textbook).

Makhija, M. 2003. Comparing the Resource-Based and Market-Based views of the firm: Empirical evidence from Czech privatization. Strategic Management Journal. 24, 5: 433-452.

Makhija, M. and Stewart, A. 2002. The effect of the institutional environment on perceptions of risk: A comparison of planned versus free-market managers. Journal of International Business Studies. 33, 4: 737-757.

Makhija, M. and Williamson, S. 2000. The globalization of U.S. industries. In Gavin Boyd and Thomas Brewer (eds.), Globalizing America: The U.S.A. in World Integration. 2000.

Makhija, M. and Stewart, A. 1998. An analysis of risk-taking perceptions of managers in formerly centrally-planned versus free-market economies. Advances in International Management, JAI Press. Received the ANBAR Citation of Excellence in management research.

Makhija, M., Kim, K. and Williamson, S. 1997. Measuring globalization of industries using a national approach: Empirical evidence across five countries and over time. Journal of International Business Studies, 28, 4: 679-712.

Makhija, M. and Ganesh, U. 1997. The relationship between control and partner learning in learning-related joint ventures. Organization Science, 8, 5: 508-528. Received the ANBAR Citation of Excellence in management research.

Makhija, M. 1993. Government intervention in the Venezuelan petroleum industry: an empirical investigation of political risk. Journal of International Business Studies, 24, 3: 531-556.

Fogel, D., Makhija, M. and Zbrakovsky, K. 1994. The Czech Management Center: Institution building and organizational design. In Daniel Fogel (ed.) Managing in Emerging Economies: Cases from Czechoslovakia (Volume I). Denver, Colorado: Westview Press.

SELECTED WORKING PAPERS:

Awate, K. and Makhija, M. The relationship between failure and innovation novelty: Evidence from the drug discovery process. Submitted to Administrative Science Quarterly.

Xiao, T. and Makhija, M. Why do firms differ in use of innovations? The role of innovation architecture. To be submitted to Administrative Science Quarterly.

Xiao, T. and Makhija, M. Considering the effects of knowledge subtraction on innovation use. To be submitted to AMJ.

Turner, K. and Makhija, M. "The effects of specialized and shared knowledge on low cost and differentiation goals." To be submitted to AMJ.

Young, S. and Makhija, M. Explaining cross-national differences in corporate social responsibility: A cost-based approach. To be submitted to SMJ.

Stevens, C. and Makhija, M. Environmental information flows and foreign firms' political risk. To be submitted to AMR.

Elango, B., Makhija, M. and Bowen, H. The role of industry in the relationship between firm internationalization and performance. To be submitted to SMJ.

Awate, K., Makhija, A., and Makhija, M. Is doing good bad for business? Manuscript is being finalized for submission to JIBS.

SELECTED RESEARCH IN PROGRESS:

Makhija, M. An investigation of innovation and internationalization for SMEs. Survey finalized, data to be collected shortly.

Stevens, C. and Makhija, M. The effect of foreign firm reference groups on political risk. Under revision.

Makhija, M. and Khare, N. Reconsidering the issue of bargaining power in learning alliances. Under development.

CONFERENCES:

Organized: Editors panel for IM Division, **Academy of Management**, Chicago, 2018.

Submitted: "Tracking innovation performance after IJV Termination: Have local firms learned?" **Academy of Management**, Chicago, 2018.

Showcase Panel member: "Alliances and M&A in Emerging Economies: The Role of Formal and Informal Institutions." **Strategic Management Society Special Conference**, Cost Rica, 2017.

Co-organizer: Workshop on Institutional Voids in International Business. Harvard Business School, 2016.

Editors Panel: **Strategic Management Society Special Conference**, Hong Kong, 2016.

Presented: "The effects of knowledge architecture on innovation use." **Academy of Management**, Anaheim, 2016.

Editors Panel: **Academy of International Business**, New Orleans, 2016.

Presented: "Unpacking the effects of knowledge linkages on innovation outcomes." **Atlanta Competitive Advantage Conference**, Atlanta, 2015.

Presented: "Can doing good be bad for business? The effects of CSR on firm performance." **Academy of International Business, Bangalore**, 2015.

Presented: "Going the distance: Getting employees to expand their knowledge reach in the MNE." **Strategic Management Society**, Madrid, 2014.

Presented: "Is CSR helpful or hurtful? Testing strategic and agency arguments in the context of the Asian Tsunami disaster." **Academy of International Business**, Vancouver, 2014.

Organized: Mid-career Faculty Consortium, **Academy of Management**, Philadelphia, 2014.

Presented: "The effects of human and social capital on efficiency and quality." **Academy of Management**, Philadelphia, 2014.

Presented: "Economic effects on firms' quest for legitimacy." **Academy of International Business**, Istanbul, 2013.

Presented: "How individuals' knowledge structures influence their strategic orientation." **Strategic Management Society**, Prague, 2012.

Presented: "Going the distance: Effectively using geographically distant knowledge in the MNE." **Academy of Management**, Boston, 2012.

Presented: "The influence of geographically distant knowledge on MNE performance." **Academy of International Business**, Washington DC, 2012.

Invited: As JIBS editorial board member, participation and mentor in JIBS/AIB Paper Development Workshop. **Academy of International Business**, Washington DC, 2012.

Presented: "Government perceptions of foreign firm legitimacy: A reconsideration of the determinants of political risk." **Academy of International Business**, Nagoya, 2011.

Presented: "The effect of internal and external knowledge on MNE performance: A microfoundational approach." **Academy of International Business**, Nagoya, 2011.

Invited for presentation: "Reconsidering the role of the individual in the information processing perspective." **Harvard Business School**, Boston, 2010.

Invited for presentation: "Within- and across-country flexibility of foreign direct investments under uncertainty." **Baruch University**, New York City, 2010.

Invited: JIBS/AIB Paper Development Workshop. **Academy of International Business**, Rio de Janeiro, 2010.

Presented: "So, what do you know? An individual information processing perspective." **Atlanta Competitive Advantage Conference**, Atlanta, 2010.

Presented: "The sharing of organizational knowledge." **Strategic Management Society**. Rome, 2010.

Presented: "Reconsidering the role of the individual in the information processing perspective." **Academy of Management**, Montreal, 2010.

Presented: "The effect of legitimacy on political risk: A cross-national study of U.S. MNE subsidiaries." **Academy of Management**, Montreal, 2010.

Presented: "Market signaling: Managerial ownership structure change during international public offerings," **Academy of Management**, Chicago, 2009.

Presented: "The dual effects of learning on real options value of investments," **Academy of Management**, Anaheim, California, 2008.

Presented: "The real options value of breadth of international investments," **Academy of International Business**, Milan, 2008.

Presented: "The role of industry characteristics on the internationalization-performance relationship" to **Academy of International Business**, Milan, 2008.

Track Chair: Global and Local Knowledge in International Business. **Academy of International Business**, Indianapolis, 2007.

Invited: Roundtable discussion on transforming international business research. **Academy of International Business**, 2007.

Presented: "The characteristics of differing levels of Industry globalization" (with B. Elango). **Academy of Management**, Philadelphia, 2007.

Presented: "The role of industry in the relationship between firm internationalization and performance" (with B. Elango). **Academy of International Business**, Beijing, 2006.

Presented: "The effect of formal and informal controls on learning" (with Thomas Mellewig and Glen Hoetker). **Academy of Management**, Atlanta, 2006.

Presented: "The role of cognitive structures on risk taking behavior" (with Karynne Turner and Alice Stewart). **Strategic Management Society**, Vienna, 2006.

Presented: "The relationship between risk perceptions and environmental uncertainty: A cross-national comparison of managers in Ecuador, Korea and Turkey" (with Seunghyun Lee and Dilek Nayir). **Academy of International Business**, Quebec City, 2005.

Presented: "The relationship between organizational control and learning in German telecommunication firms" (with Thomas Mellewig and Glen Hoetker). **Strategic Management Society**, Orlando, 2005.

Presented: "An empirical comparison of different drivers of global strategies." (with David Zhou). **Strategic Management Society**, Puerto Rico, 2004.

Presented: "An examination of the drivers of industry globalization" (with David Zhou). **Academy of International Business**, Stockholm, 2004.

Presented: "The value of international real options investments under differing environmental conditions," (with Seunghyun Lee). **Academy of International Business**, Stockholm, 2004.

Presented: "A comparison of international real options investments under four conditions of uncertainty" (with Seunghyun Lee). **Academy of Management**, New Orleans, 2004.

Presented: "Turner, K. and Makhija, M. The effect of bureaucratic and clan control systems on the development of organizational capabilities. **Atlanta Competitive Advantage Conference**, Atlanta, 2004.

Presented: The effect of the national context on managers' risk-taking propensities. **AIMS International Management Conference**, Bangalore, 2003.

Presented: "The effect of organizational controls on partners' ability to learn: An empirical investigation of German telecommunications alliances." (with Thomas Mellewig). **Strategic Management Society**, Baltimore, 2003.

Presented: "Organizational controls and knowledge management," (with Karynne Turner). **Academy of Management**, Seattle, 2003.

Presented: "The value of real options investments under high uncertainty: The case of the Korean economic crisis." (with Seunghyun Lee). **Academy of Management**, Seattle, 2003.

Presented: The real options value of international investments of Korean firms. (with Seunghyun Lee). **Academy of International Business**, Monterrey, 2003.

Presented: "The value of real options investments under high uncertainty: The case of the Korean economic crisis." (with Seunghyun Lee). **Academy of International Business**, Monterrey, 2003.

Presented: "'Investor Expectations in Transitional Economies: Empirical Evidence on The Role Of External and Global Information.'" to the **Academy of International Business**, Puerto Rico, 2002.

Presented: "The Real Options Value of International Investments for Korean Firms in a Period of Unexpectedly High Uncertainty," to the **Academy of Management**, Denver, 2002.

Presented: "The Effect of Restructuring on the Value of a Firm in an Emerging Market: The Case of the Czech Republic," to the **Strategic Management Society**, San Francisco, 2001.

Presented: "The Effect of Organizational Controls on a Firm's Organizational Learning" (with Karynne Turner) at the **Academy of Management**, Washington, 2001.

Presented: "Mitigating the Adverse Effects of Restructuring in an Emerging Economy," at the **Academy of International Business**, Sydney, 2001.

Presented: "A Comparison of the Value of Original and Spin-off Firms During Privatization: Evidence from the Czech Republic" at the **Academy of Management**, Toronto, 2000.

Presented: "A Cross-country Comparison of Control Mechanisms and the Effect on Employee Learning and Performance" (with Karynne Turner) at the **Strategic Management Society**, Vancouver, 2000.

Presented: "'Comparing the Resource-Based and Market-Base Views of the Firm: Empirical Evidence from Czech Privatization" at the **Academy of International Business**, Phoenix, Arizona, 2000.

Presented: "The Relationship between Organizational Control Systems and a Firm's Management of Knowledge and

Capabilities" (with Karynne Turner) at the **Strategic Management Society**, Berlin, Germany, September 1999.

Presented: "Underlying Cognitive Influences in Managerial Risk-related Decisions: A Cross-national Exploration" (with Alice Stewart) at the **Academy of International Business**, Charleston, November 1999.

Presented: "The Relationship between Institutional Environments and Managerial Risk taking Behavior in the United States and the Czech Republic: A Complex Systems Approach" (with Alice Stewart) at the **Academy of Management**, San Diego, 1998.

Presented: "A Cross-national Investigation of the Relationship between Control Systems and Organizational Capacity for Learning," at the **Academy of International Business**, Monterrey, Mexico, October 1997.

Presented: "The Relationship between Organizational Control Systems and Managerial Risk-taking Behavior: A Comparison of Managers in the Czech Republic, Ukraine, and the U.S.," at the **Academy of Management**, Boston, August 1997.

Discussant for four papers on panel entitled "International Joint Ventures and Organizational Control," **Academy of Management**, Boston, August 1997.

Presented: "The Measurement of Industry Globalization: Evidence Across Five Countries and Over Time," at the **Academy of International Business**, Banff, Canada, September 1996.

Presented: "The Effects of Institutional Environments on Individual Risk-taking Behavior: A Comparison of Planned versus Free-Market Economies," at the **Academy of International Business**, Seoul, Korea, November 1995.

Presented: The Globalization of Industries and Intra-Industry Trade: An Empirical Investigation (with Kwangsoo Kim & Sandra Williamson) at **Academy of Management**, in Dallas, Texas. August 1994.

Presented: "The Effect of Ownership Level on Political Risk Exposure: Conflicting Viewpoints and Resolutions" at **Academy of International Business**, in Boston, October 1994.

Presented: "The Effect of Planned versus Free-market Economies on Individual Risk-taking Behavior," (with Alice Stewart and Audrey Murrell) at **Academy of Management**, in Atlanta, Georgia. August 1993.

Presented: "A Process Model of International Joint Ventures," at **Academy of Management**, in Atlanta, Georgia. August 1993.

Presented: "Control and Learning in International Joint Ventures" (with Usha Ganesh) at **Academy of International Business**, in Maui, Hawaii. November 1993.

Presented: "Government Intervention in the Venezuelan Petroleum Industry: An Empirical Investigation of Political Risk," at **Academy of International Business**, in Brussels, Belgium. November 1992.

Presented: "A Process Model of International Joint Ventures," at **Advances in International Management Conference**, in Orlando, Florida. March 1992.

Presented: "A Reconsideration of the Determinants of Political Risk," at the **PACAP International Conference**, in Seoul, Korea. June 1991.

TEACHING:

Graduate and Undergraduate Courses Taught:

International Strategy 857 (international elective course at the MBA level, Fisher College of Business).

International Business BA 555/BUSMHR 2000 (core course at the undergraduate level, FCOB)

International Institutions 4021 (core course for IB majors, FOCB)

Emerging Markets Field Study 808: Brazil, Argentina, and Ethiopia (international elective course at the MBA level culminating in 2-wk trip to the foreign country, FCOB)

International Business Environments 856 (international elective course at the MBA level, FCOB)

Strategic Management/Management Policy 799 (core course at the graduate level, KGSB)
(core course at the undergraduate level, FCOB)

Competing in a Global Environment (core course taught early in the KGSB MBA program, integrates strategy and international business concepts).

Managing Strategic Performance

(core course taught late in the KGSB MBA program. Deals with strategy implementation issues. In this course, student teams work on actual projects for local companies).

MNC Operations in the Global Economy
(international elective course at MBA level, KGSB)

The Management of Strategic Alliances
(international elective course at MBA level, KGSB)

Organizational Analysis
(core course at MBA level, KGSB)

Doctoral Research Seminars Taught

Advanced Seminar on International Strategy
Seminar on Organizational Learning
International Business: Current Topics
International Business Theories
Coordination and Control in Firms
Multinational Firms and Management Information Systems
Multinational Firms and Host Government Relations
Strategic Alliances and Joint Ventures

DOCTORAL STUDENT-RELATED ACTIVITIES:

Advisor for Joon Hong's dissertation on immigrant entrepreneurs and innovation.

Advisor for Kiran Awate's dissertation on international alliances, knowledge transfer and innovation in the pharmaceutical industry.

Advisor for Ting Xiao's dissertation on knowledge linkages and innovation in the pharmaceutical industry.

Advisor for Anastasia Bailey's dissertation on the effects of social capital on immigrant entrepreneurs' opportunity identification.

Advisor for Susan Young's dissertation on international corporate social responsibility.

Advisor for Charles Stevens' dissertation on political risk effects on firms' international investments.

Advisor for Sangcheol Song's dissertation on real options value of international investments.

Advisor for Seung-hyun Lee's dissertation on real option value of Korean firms' investments.

Advisor for Karynne Turner's dissertation on control mechanisms and knowledge flows.

Served on Comprehensive Exam and/or Dissertation Committees for following students:

Hyunseob Kim, 2017
Hao Wang, 2016
Joon Wong, 2016
Kiran Awate, 2014
Anastasia Bailey, 2012
Chris Sutter, 2011
Bijuan Zhong, 2010
Susan Young, 2009
Suresh Singh, 2009
Mary Davis-Ajami (Pharmacy), 2009
Charles Stevens, 2007
Sancheol Song, 2006
Nilesh Khare, 2006
Naga Damaraju, 2006
Qi Zhou, 2004
Yi Jiang, 2004
Yuanyuan Zhou, 2003
James Lee, 2003
Yan Chen, 2002
Seunghyun Lee, 2000
Karynne Turner, 1997
Cynthia Miree, 1996
Oran Alston, 1996
Sundeeep Rustagi, 1996
Paulo Flor, 1995.
Kwangsoo Kim, 1994.
Usha Ganesh, 1993
Susan Key, 1992

Supervised following doctoral research projects:

Kiran Awate's paper on "Testing Agency and Strategic Rationales for CSR"

Anastasia Bailey's paper on "Expatriates and Knowledge Management in MNEs"

Sangcheol Song's paper on "The Effect of Learning on Firms' Real Options Strategies"

Yi Jiang's dissertation paper on "International IPOs and Institutional Uncertainty."

Karynne Turner, "The Relationship between Control and Learning for Auto Industry Line Workers" for Strategy Research Workshop seminar.

Kwangsoo Kim, "The Effect of Culture on Joint Venture Performance," for Strategy Research Workshop seminar.

Usha Ganesh "Control Systems in International Joint Ventures," for Strategy Research Workshop seminar

SERVICE ACTIVITIES:

Graduate School Council Member, 2017-present

Graduate School Fellowship Committee member, 2017-present

Director of Fisher's PhD Program, 2013-present

Department Coordinator of PhD Program, 2012-present

Invited speaker for Mount Leadership Society (spoke about international institutional differences), 2010 and 2011.

Invited speaker for various organizations, including Office of International Trade, Ohio Department of Development, Columbus Council for World Affairs, and others.

Labor Standards Task Force (approximately 40 hours), 2009.

Served as graduate school representative for doctoral defenses in Psychology, Social Work, History and Agricultural Economics.

Served on FLAS Grant Committees 2001-present for Latin American Studies and/or East Asian Studies.

Invited speaker for Asian Students Association (spoke about India as an emerging economy) in January, 2009.

Acting academic director of the International Programs Office (and CIBER) during 2006.

Invited speaker for the Human Resources Club in the College of Business (spoke on HR challenges in India) in Fall, 2006.

Graduate Faculty representative for dissertations in Sociology (Spring, 2005), Psychology (Spring 2004), and Social Work (Spring 2003).

Invited speaker for Diversity in Business Organization (spoke on China and India's globalization) in Fall, 2004.

Invited speaker for doctoral seminar in the College of Engineering (spoke on issues relating to R&D and U.S. international competitiveness) in Spring, 2004.

Invited speaker for Asian Students in Business, an undergraduate organization, (spoke on Transition of Planned Economies) in Fall 2003.

Organized a Fisher College of Business Conference on Organizational Controls in a Global Context, February 2002. Sponsored by CIBER.

Served as graduate school representative for doctoral defenses in Psychology, Social Work, History and Agricultural Economics.

Served on committees relating to the PhD, masters and undergraduate international business programs at FCOB.

Keynote speaker for Ohio Chamber of Commerce in March 2001, on globalization and international trade developments.

Served as coordinator for the KGSB SEO (Strategy and Organizations) research seminar series for faculty and doctoral students.

Served on the International Policy Committee at KGSB, 1994-1997.

Served on the Computer Policy and Usage Committee, 1992-93 and 1993-1994.

Served on the Marketing Committee for the new MBA curriculum brochure, Summer 1994.

Served on Course Development committee for "Competing in Global Environments" for Fall 1994.

EDITOR/EDITORIAL BOARD:

Associate editor, Journal of International Business Studies, June 2013-2016.

Member of the Editorial Board, Journal of International Business Studies, 2006-2013.

Member of the Editorial Board, Management and Organization Review, 2009-present.

Member of the Editorial Board, Advances in International Management, 1998 to 2005.

MEMBERSHIPS:

Academy of Management
Academy of International Business
Strategic Management Society

HONORS/AWARDS/SKILLS:

Dean's Distinguished Professor, 2015-2017

Fisher Research Fellow, 2011-2014

Pacesetters Award for Excellence in Research, 2006

Best Reviewer Award, Journal of International Business Studies, 2013.

Best Reviewer Award, Journal of International Business Studies, 2011.

Best Reviewer Award, Journal of International Business Studies, 2010.

Received Fisher Summer Research Funding, 2008 to 2014.

Awarded Global Competence Award, 2012-4, to study the innovation-internationalization relationship for small firms.

Awarded FCOB Grant, 2004, and the Dean's Summer Research Fellowship, 2003, in support of my research on control systems and knowledge flows.

Awarded Global Competence Award, 2002-3, to study the relationship between organizational controls and organizational learning in international auto supplier firms.

Awarded Global Competence Award, 2000, to study institutional differences in managers' decision making in the U.S., Korea, Chile and India.

Awarded Institute for International Competitiveness Grant, 1996, to study control and learning in the auto industry.

Awarded International Business Center Course Development Grant, 1995, to further develop international content for strategic alliance elective for MBAs.

Awarded International Business Center Research Grant, 1993-4, to study and collect data on Czech managers' risk-taking behavior.

Member of PSI CHI Honor Society

Awarded AIIS Grant (jointly funded by Smithsonian Institute and National Science Foundation), to study managerial behavior in government-owned business organizations in India.

Reading, writing and speaking ability in 3 languages (French, Spanish and Hindi)

REVIEWER FOR SCHOLARLY JOURNALS:

Administrative Science Quarterly
Academy of Management Journal
Academy of Management Review
Strategic Management Journal
Journal of International Business Studies
Organization Science
Organization Studies
Advances in International Management
Academy of Management
Academy of International Business