STEPHEN B. TALLMAN, Ph.D.

ADDRESS

Home: 2412 Grove Ave.
Richmond, Virginia 23220
USA
804/ 353-0593
TallmanUT@cs.com

Business: University of Richmond
Robins School of Business
1 Gateway Rd.
Richmond, VA 23173
804/ 287-6589
stallman@richmond.edu

EDUCATION

Ph.D. in Management, University of California at Los Angeles (1988)
Major Fields: Business Strategy and International Business

B.S., United States Military Academy, West Point, NY (1972)

WORK EXPERIENCE

2005- : E. Claiborne Robins Distinguished Professor of Business, Robins School of Business, University of Richmond
2007- : Visiting Professor at the Instituto Politécnico de Leiria, Portugal.

2000-2005: David Eccles Professor of Management, David Eccles School of Business, Univ. of Utah and Chairman, Department of Management, DESB, Univ. of Utah
2001-04: Visiting Professor, Cranfield School of Management, United Kingdom
2001-04: Chairman, Department of Marketing, University of Utah

1993- 2000: Associate Professor of Management, University of Utah (tenured in 1995)

1996, Spring: Visiting Associate Professor of Management, American Graduate School of International Management (Thunderbird), French Geneva Campus
1997-99: Senior Lecturer in Strategic Management, Cranfield School of Management, UK
1998-99: Visiting Lecturer in International Business, Warwick Business School, UK
1999: Visiting Lecturer in Strategy, Judge Institute of Management Studies, Cambridge University, UK
1999-2000: Visiting Scholar, Cranfield School of Management
1999-2000: Chairman, Management Department, University of Utah
1999-2001: Director, Center for International Business Education and Research, Univ. of Utah

1990-1993: Assistant Professor of Management, University of Utah, David Eccles School of Business

1988-1990: Assistant Professor of Management, University of Hawaii at Manoa, College of Business Administration

1983-1988: Doctoral student and Research Assistant at the University of California at Los Angeles
1985: Summer intern and consultant for The RAND Corporation of Santa Monica, California

1978-1983: Project Engineer and Senior Project Engineer for Mobil Chemical Company,

1972-1978: U.S. Army Officer (Field Artillery), final rank of Captain

HONORS AND AWARDS

E. Claiborne Robins Distinguished Professor of Business, University of Richmond, 2005- .

Associate Editor of **Strategic Management Journal**, 2007 - .

Consulting Editor for **Journal of International Business Studies**, 2003 - .

David Eccles Professor of Management, DESB, University of Utah, 2001-2005.

David Eccles Faculty Scholar, DESB, University of Utah, 2000-01.

David Eccles School of Business Professional and Community Service Award, DESB, University of Utah, 2002.

Western Academy of Management Ascendant Scholar, 1998.

David Eccles Faculty Fellow, DESB, University of Utah, 1998-2000.

Chairman, International Management Division of the Academy of Management, 1998-99.

Ranked 6th in global strategy by Lu, J.W. "The Evolving Contributions in International Strategic Management Research," **Journal of International Management**, 9(2), 2003: 193-213.

Recognition as the top contributor in applying resource-based strategy to international business in Mike W. Peng, "The Resource-Based View and International Business," **Journal of Management**, 27, 2001: 803-829.

Listing among top 5 researchers in global strategy by Lohrke and Bruton, "Contributions and Gaps in International Strategic Management Literature," **Journal of International Management**, January 1997: 25-57.

Best paper nominee at the WAM 1994 & 1998, AIB 2002 conferences

David Eccles Research Fellow, DESB, University of Utah, 1993.

John T. Olin Fellow, UCLA, 1987-88

Gladys Byrum Fellow, UCLA, 1986-87

MEMBERSHIPS

Academy of Management
Academy of International Business
Strategic Management Society
Western Academy of Management
INFORMS
European International Business Academy

PUBLICATIONS

Refereed Journals

"The Outsourcing and Offshoring of Customer Relationship Management: A Transactional Value Model", with Susan M. Mudambi, under revision for Journal of International Business Studies.

"Leveraging Knowledge across Geographic Boundaries", with Anupama Phene, Organization Science, March-April 2007, 18(2): 252-260.

"The Effect of Knowledge Strategy and International Diversity on MNE's Performance after the Shock of the Sep. 11th Attacks", with Sali Li. Best Paper Proceedings of the 2006 Academy of Management Conference.

"Developing the Eclectic Paradigm as a Model of Global Strategy: An Application to the Impact of the Sep. 11 Terrorist Attacks on MNE PerformanceLevels", with Sali Li and Manuel Ferreira, Journal of International Management, 11(4), December, 2005: 479-496

"Knowledge Clusters and Competitive Advantage," with M. Jenkins, N. Henry, S. Pinch. Academy of Management Review 29(2), April 2004: 258-271.

"Contextual moderating effects and the relationship of firm-specific resources, strategy, structure and performance among Japanese multinational enterprises," with J. Michael Geringer and David M. Olsen. Management International Review, 44/ 1, 2004 (Special Issue): 109-130.

"The Significance of Bruce Kogut's and Udo Zander's article, 'Knowledge of the Firm and the Evolutionary Theory of the Multinational Corporation', Journal of International Business Studies, 34(6), 2003: 495-497.

"From 'Industrial Districts' to 'Knowledge Clusters': A Model of Knowledge Dissemination and Competitive Advantage in Industrial Agglomerations," with S. Pinch, N. Henry, M. Jenkins. Journal of Economic Geography, 3, October 2003: 373-388. [Recently established by ISI as the most cited journal in human geography and the third most cited journal in economics, with a citation index > 3.0]

"Internationalization, Globalization, and Capability-Based Strategy" with K. Fladmoe-Lindquist. California Management Review, 45(1), Fall 2002:116-135.

"Alliance Strategies for Emerging Economies: A Structural Approach to Autonomy and Dependence in US- Mexican Alliances," with James A. Robins and Karin Fladmoe-Lindquist. Strategic Management Journal, 23(10), October 2002: 881-902.

"Knowledge Flows and Geography in Biotechnology" with Anupama Phene. International Journal of Medical Marketing, 2(3), May 2002: 241-254.

"Product and International Diversification Among Japanese Multinational Firms," with J. Michael Geringer and David Olsen. Strategic Management Journal, 21(1), January 2000: 51-80.

"The Multiple Roles of Alliances in Competency Based Multinational Strategies," Management International Review, 39(2), Special Issue 1999: 65-81.

"Resources, Transactions, and Rents: Managing Value through Interfirm Collaborative Relationships," with Anoop Madhok. Organization Science, 9(3), May-June 1998: 326-339.

"Control and Performance in International Joint Ventures," with Hans Mjoen, Organization Science, 8(3), May-June 1997: 257-274 .

"The Effects of International Diversity and Product Diversity on the Performance of Multinational Firms," with J.T. Li, Academy of Management Journal, 39(1), 1996: 179-196.

"A Managerial Decision Model of International Cooperative Venture Formation," with Oded Shenkar, Journal of International Business Studies, 25(1), 1994: 91-113.
- Reprinted in Heidi Vernon-Wortzel & Lawrence Wortzel, eds., Strategic Management in a Global Economy, 3d Ed., 1996.
- Reprinted in P. W. Beamish, ed., The Globalization of the World Economy: Strategic Alliances, Edward Elgar, 1999.

"Product Quality and Cost Leadership: Compatible Strategies?" with Wolf Reitsperger, Shirley J. Daniel, and William Chismar, Management International Review, 33(SI), January 1993: 7-21.

"A Strategic Management Perspective on Host Country Structure of Multinational Enterprises", Journal of Management, 18(3), Sept 1992, 455-471.

"Strategic Management Models and Resource Based Strategies among MNEs in a Host Market", Strategic Management Journal, 12(SI), Summer 1991, 69-82.

"International Cooperative Venture Strategies: Outward Investment and Small Firms from NICs", with Oded Shenkar, Management International Review, 30(4), 1990, 299-315.
- Reprinted in MIR, 34(2), 1994, "Highlights from 30 Years of MIR" Issue, 75-91.
- Reprinted in H.W. Yeung, ed., The Globalization of Business Firms from Emerging Economies, 1999.

"Home Country Political Risk and Foreign Direct Investment," Journal of International Business Studies, XIX(2), Summer 1988, 219-234.

“Theoretical Perspectives on the Sourcing of Business Processes”, with Susan M. Mudambi, submitted to Decision Science.

“A Strategic Management Model of the International Outsourcing of Business Services”, submitted to Journal of Management Studies.

Reviewed Monograph Series

“Strategic Management and the Role of the MNC in a Post-Industrial World Market”, in M.A. Hitt and J. Cheng, eds., *Theories of the Multinational Enterprise: Diversity, Complexity, and Relevance*, Advances in International Management, 16, 2004: 53-64, Elsevier: New York.

“John Dunning’s Eclectic Model and the Beginnings of Global Strategy”, in J. Cheng and M. Hitt, eds., *Managing Multinationals in a Knowledge Economy*, Advances in International Management, 15, 2004: 43-55, Elsevier Ltd.: Oxford.

“Resource and Competence-Driven Global Strategies”, with Karin Fladmoe-Lindquist, in R. Sanchez, A. Heene, eds., *Theory Development for Competence-Based Management*, in L. Foster, ed., Advances in Applied Business Strategy, 6A. Greenwich, CT: JAI Press, 2000: 229-248.

"Resource-Based Strategy and Competitive Advantage Among Multinationals", with K. Fladmoe-Lindquist, in P. Shrivastava, A. Huff, J. Dutton, eds., Advances in Strategic Management, 10. Greenwich, CT: JAI Press, 1994: 45-72.
- Reprinted in H. Vernon-Wortzel & L. Wortzel, eds., Strategic Management in a Global Economy, 3d Ed., 1996.

"Integrating Generic Strategies: A Question of Strategic Intensity", with W. Reitsperger and S. Daniel, in A. Rugman & A. Verbecke, eds., Research in Global Strategic Management- Global Competition:

Beyond the Three Generics, 4. Greenwich CT: JAI Press, 1993: 65-79.

"Formation of International Cooperative Ventures: An Organizational Perspective", with O. Shenkar, in S. B. Prasad & R. B. Peterson, eds., Advances in International Comparative Management, 8. Greenwich, CT: JAI Press, 1993: 101-117.

Books, Chapters, Cases, and Other Publications
A New Generation in International Strategy, edited volume in press Edward Elgar.

"Chapter 4: A Spatial Perspective on Strategy", with Mark Jenkins. In M. Jenkins, V. Ambrosini, N. Collier, eds., Advanced Strategic Management, Basingstoke, Hamps: Palgrave MacMillan, due out in 2007.

"Coordination, Appropriation, and Governance in Alliances: The Biotechnology Case" with Anupama Phene, in A. Arino and J. Reuer, eds., Strategic Alliances: Governance and Contracts, 2006: 67-76, Basingstoke, Hamps: Palgrave.

"Alliance Capabilities and Alliance Performance", in M.-J. Oesterle and J. Wolf, eds., Internationalization and Institutions: A Festschrift in Honor of Prof. Dr. Klaus Macharzina, 2005: 83-95, Weisbaden: Gabler.

Cooperative Strategy, with John Child and David Faulkner, Oxford University Press, 2005.

"Dynamic Capabilities", Chapter 13 of David Faulkner, ed., The Oxford Handbook of Strategic Management, Oxford University Press, 2003.

"Alliances, Knowledge Flows, and Performance in Regional Clusters," with M. Jenkins. In F. Contractor, P. Lorange, eds., Cooperative Strategies and Alliances, Elsevier Science: Oxford, 2002: 163-188.

"Can Utah Develop a Technology Cluster on the Wasatch Front?" Digital IQ, December 2001.

"Global Strategic Management", in M.A. Hitt, R.E. Freeman, J.S. Harrison, eds., Handbook of Strategic Management, pp.464-490. Blackwell Business, 2001.

"Strategy and the Multinational Enterprise", with George Yip. Chapter 12 for A. Rugman & T. Brewer, eds., Oxford Handbook of International Business, Oxford University Press, 2001.

"Competence-Based Strategy and Global Strategies," General Management Review (India), 1(2), Jan. 2000, pp. 8-13.

"Forming and Managing Shared Organization Ventures: Resources and Transaction Costs," Chap. 4 in D. Faulkner, M. de Rond, eds., Cooperative Strategies: Economic, Business and Organizational Issues, Oxford, England: Oxford University Press, April, 2000.

"Product and International Diversification Among Japanese Multinational Enterprises," with J. M. Geringer & D. Olsen, Best Papers Proceedings. Association of Japanese Business Studies Conference, 1999.

"Alles eine Beziehungsfrage," (originally "Managing Value Creation in Alliances: The Paradox of Embeddedness") with Phil Davies. Handelsblatt, 20 November, 1999.

"Global Strategy", the 1999 strategy segment course book for the International Management course at the Open University Business School, Milton Keynes, UK.

"Informed Access Systems, Inc. (A)", with Joseph P. Tallman and Regina Herzlinger. Harvard

Business School case 1-198-063, December 10, 1997.

“Informed Access Systems (B): From Start-up to Buyout”, with Joseph P. Tallman, Elizabeth Snowden, and Regina Herzlinger. HBS Case 1-198-064, December 10, 1997.

“Alliance Strategies of U.S. Firms in Mexico,” with Karin Fladmoe-Lindquist and James A. Robins, in H. Thomas. D. O’Neal, and R. Alvarado, eds., Strategic Discovery: Competing in New Arenas , pp. 155-169, John Wiley & Sons, 1997.

"Strategic and Organizational Issues in International Joint Ventures in Moscow," with Adam Sutcliffe and Boris Antonian, in P.W. Beamish and J.P. Killing, eds. Cooperative Strategies: European Perspectives. San Francisco, CA: The New Lexington Press, 1997: 184-210.

Transnational Marriages in the Steel Industry: Experience and Lessons for Global Business, with Garth L. Mangum and Kim Sae-Young, Westport, CT: Quorum Books, 1996.

"Competence-Based Competition and the Evolution of Strategic Configurations," with David L. Atchison. In R. Sanchez, A. Heene, and H. Thomas, eds., Dynamics of Competence-Based Competition, pp. 349-376. Oxford: Elsevier Science, 1996.

"A Review of Managing Across Borders: The Transnational Solution by Christopher Bartlett and Sumantra Ghoshal", Journal of International Business Studies, 21(1), First Quarter, 1990, 156-159.

UNPUBLISHED OR WORKING PAPERS AND OTHER PROJECTS

International Strategy, under contract with Blackwell.

Guest co-editor for a special issue on “New Directions in Global and International Strategy Research: Beyond the Transnational” with Anoop Madhok, York University, for Journal of International Management.

“Knowledge Transfer among Communities of Practice: Dynamic Learning in MNCs”, accepted for the 2007 Conference on the Future of International Business at Reading University, England.

“International Outsourcing of Services: Winners, Losers, and Strategies” presented at the 7th Annual International Business Research Forum at Temple University, April 1, 2006.

“The Effect of Knowledge Strategy and International Diversity on MNE’s Performance after the Shock of the Sep. 11th Attacks”, with Sali Li

“Co-Ordination, Appropriation, and Governance Mechanisms in High Technology Alliances”, with Anupama Phene

“Governance Mechanisms in the Biotechnology Industry: A Comparison of Domestic and Cross-National Alliances”, with Anupama Phene

“The Role of Alliances in Accessing Knowledge from Regional Clusters”, with Anupama Phene

“Knowledge exchanges in regional clusters: From integration to institutionalization“, with Anupama Phene

“Structure, Knowledge, and Performance in Open Regional Clusters”, with Mark Jenkins

“When Do Acquisitions Change Innovatory Direction?” with Paul Almeida and Anu Phene.

"Innovation, Knowledge Sharing, and Clustered Firms' Ability to Capture Rents from Innovation", with Dan Li and Manuel Ferriera

CONFERENCE PRESENTATIONS

Competitive Conference Presentations

"Knowledge Transfer Among Communities of Practice: Dynamic Learning in MNCs", to be presented at the Future of International Business Conference, Reading, UK, April 16-17, 2007.

"International Outsourcing of Services: A Business Strategy Perspective". Presented at the Strategic Management Society 2006 Conference in Vienna, Austria and the INFORMS Annual Meeting, Pittsburgh.

"Governance Mechanisms in the Biotechnology Industry: A Comparison of Domestic and Cross-National Alliances", with Anupama Phene. Presented at the 2006 Academy of International Business Conference in Beijing.

"Co-ordination, Appropriation and Governance Mechanisms in Alliances," with Anupama Phene. Presented at the 2006 Academy of Management Annual Conference.

"The Evolutionary Process of Knowledge Exchange in Regional Clusters", with Anupama Phene. Presented at the 2006 Academy of Management Annual Conference.

"The Effect of Knowledge Strategy and International Diversity on MNE's Performance after the Shock of the Sep. 11th Attacks", with Sali Li. Presented at the 2006 Academy of Management Annual Conference.

"International Outsourcing of Services: Winners, Losers, and a Strategic Perspective", presented at the 7th Annual IB Research Forum at Temple University, March, 2006.

"The Role of Alliances in Accessing Knowledge from Regional Clusters", with Anupama Phene, presented at the 2005 Strategic Management Society conference in Orlando, FL.

"When do Acquisitions Facilitate Technological Exploration and Exploitation", with Paul Almeida and Anupama Phene, presented at 2005 Academy of Management Conference in Honolulu, HI.

"The Effect of Knowledge Strategy and International Diversity on MNE's Performance after the Shock of the Sep. 11th Attacks", with Sali Li, presented at the 2005 AIB Conference, Quebec City

"Building and Leveraging Knowledge Capabilities Through Cross-Border Acquisitions" with Manuel Ferriera, presented at the 2005 Academy of International Business Conference, Quebec City and the 2005 Academy of Management Conference in Honolulu.

"Outsourcing as an economic and political strategy in a globalizing marketplace", for a panel on Outsourcing Strategies in the Global Economy at the Strategic Management Society Conference, 2004.

Convenor and chair for Knowledge and Knowledge Transfer in International Markets, a panel for the JIBS Frontiers Conference, Michigan State, 2004

"Developing the Eclectic Paradigm to a Model of Global Strategy: An Application to the Impact of the Sep. 11 Terrorist Attacks on MNEs' Performance", with Sali Li and Manuel Ferrreira, to be presented at the AIB-Southeast Region, October 2004.

"Resource Based Theory and the Theory of the Multinational Enterprise", for a panel on A Dialog Between the Resource-Based Theory and International Management at the 2004 Academy of International Business Conference in Stockholm.

"Globalization and Resource (Capabilities, Competencies, Knowledge) – Based Theory" for a panel on Resource Base Theory and International Strategy at the 2003 Academy of Management, Seattle.

"The influence of technological communities on firm learning in the biotechnology industry," with Paul Almeida and Anupama Phene, presented at the 2003 Academy of Management, Seattle.

"Alliance Capabilities and Alliance Performance," accepted as a part of a panel symposium *Understanding Performance of Strategic Alliances: Emerging Perspectives and Fundamental Challenges* for the Western Academy of Management 2003 Meeting at Palm Springs.

"Learning from Regional Clusters in the Biotechnology Industry: Firm, Network, and Regional Effects", with Paul Almeida and Anupama Phene, presented at the 2002 SMS Conference, Paris.

"New Directions in Globalization and International Strategy Research", panel chair and presentation at the 2002 Strategic Management Society Conference, Paris.

"The Effects of Regional Clusters on Knowledge Stocks and Flows: Evidence from the Biotechnology Industry", with Anupama Phene. Presented at AIB 2002, San Juan Puerto Rico. *Best paper nominee*.

"Geography, Relationships and Knowledge", presented at AIB 2002 as a part of a panel on Knowledge and Geography, chaired by Prof. Paul Almeida.

"Structure, Knowledge, and Performance in Open Regional Clusters", with Mark Jenkins, Presented at the Academy of Management Conference, 2002, Denver, CO.

"Spatial Bounds of Innovation: Knowledge Production and Dissemination in the Biotechnology Industry," with Anupama Phene. Presented at the 2001 EGOS Conference, Lyons, France.

"Alliances, Knowledge Flows, and Performance in Regional Clusters," with M. Jenkins. Presented the 2001 IMD-Rutgers Conference on Cooperative Strategies and Alliances in Lausanne, Switzerland.

"Networks, Innovation, and Multinational Strategy" a symposium for the Academy of International Business 2000 Conference, with Mark Jenkins, Anu Phene, Karin Fladmoe-Lindquist, Kirk Wessel.

"Spatial Bounds of Innovation: Knowledge Production and Dissemination in the Biotechnology Industry," with Anupama Phene, presented to the 2000 Strategic Management Society conference.

"Knowledge Clusters and Competitive Advantage in Global Industries" with M. Jenkins, N. Henry, S. Pinch. Presented at the 2000 Academy of Management Conference in Toronto.

"Internationalization, Globalization, and Capability-Based Strategy" with K. Fladmoe-Lindquist, presented at the 1999 Academy of International Business Conference in Charleston, SC.

"Knowledge Clusters and Competitive Advantage," with M. Jenkins, N. Henry, and S. Pinch, presented at 1999 Strategic Management Society Conference in Berlin and the 7th Sorbonne International Conference on Multinational Firms in Paris.

"Product and International Diversification Among Japanese Multinational Firms," with J. Michael Geringer and David Olsen. Presented to the 1999 American-Japan Business Society Conference, Salt Lake City.

"International Expansion Via Acquisition: Viable Strategy for the SME?" presented to the 1998 G8

Management Forum, Lyon, France.

“Autonomy and Performance: A Model of Mature Alliances in Emerging Economies,” with J. A. Robins & K. Fladmoe-Lindquist, presented at the 1998 Strategic Management Society Conference, Orlando, FL.

“A Structural Approach to Autonomy and Dependence in US- Mexican Alliances,” with J. A. Robins & K. Fladmoe-Lindquist, presented at the 1998 Academy of Management Conference, 1998 Academy of International Business Conference, and 1998 Oxford Conference on International Alliances.

“Competence-Based Strategy and the Drive to Globalize”, with K. Fladmoe-Lindquist. Presented at the 4th International Conference on Competence-Based Management, Oslo, June 1998.

“A Dynamic Capabilities Perspective on Multinational Configuration,” with Karin Fladmoe-Lindquist. Presented at the 1998 Academy of International Business conference, Vienna, Austria.

“Performance Effects of Diversification Strategies among Japanese Multinational Firms: A Structural Equation Model,” with J.M. Geringer & D.M. Olsen. Presented at the 1997 EIBA Conference, 1998 WAM Conference **(***best paper nominee***),** 1998 Academy of Management Conference, and 1998 AIB Conference.

“Transaction Costs, Firm Capabilities, and Interfirm Collaboration: An Integrated Approach,” with A. Madhok. Presented at the Organization Science Conference on Managing Partnerships and Strategic Alliances at INSEAD in June 1997.

“Product and Geographical Diversification Among Japanese Manufacturing Multinational Firms,” with J. M. Geringer & D. Olsen. Presented to the WAM 1997 Conference.

"The Evolution of Multinational Strategies: A Dynamic Capabilities Perspective," with Karin Fladmoe-Lindquist. Presented to the WAM 1997 Conference.

"Strategic and Organizational Issues in International Joint Ventures in Moscow," with Adam Sutcliffe and Boris Antonian, presented at the JIBS Conference on Global Perspectives on Cooperative Strategies, Europe, March 1996.

"Strategic Alliances, Competencies, and Transaction Costs," with Anoop Madhok. Presented at the 1995 Academy of Management Conference.

"Alliance Strategies of U.S. Firms in Mexico," with Karin Fladmoe-Lindquist and James A. Robins. Presented at the 1995 Strategic Management Society Conference.

"A Strategic Management Model of the Multinational Firm," with J. Michael Geringer and Eldon Li. Presented at the 1995 Academy of International Business Conference.

"Internationalization in US and Japanese Manufacturing Firms," with J. Michael Geringer and Eldon Li, presented at the 1994 Academy of International Business conference.

"Core Competencies, Equity, Control, and Performance: An Integrated Approach to International Joint Ventures," with Hans Mjoen, presented at the 1994 AIB conference.

"How Universal are Strategic Management Concepts? A Resource-Based Comparison of Internationalization Strategies of U.S. and Japanese MNEs," with J. Michael Geringer and Eldon Li, presented at the 1994 Strategic Management Society conference.

"Strategic Alliances, Competencies, and Transaction Costs," with Anoop Madhok, presented at the 1994 Strategic Management Society conference.

"A Resource-Based Model of the Multinational Firm," with Karin Fladmoe-Lindquist, presented at the 1994 Strategic Management Society conference.

"The Resource Based View of the Firm and Internationalization: A Structural Equation Model", with J. Michael Geringer and Eldon Li, presented at the 1994 Academy of Management conference.

"Exploring the Formation and Stability of Strategic Groups: a Synthesis of Population Ecology and Strategy Group Theory" with David Atchison, presented at the 1994 Western Academy of Management Conference. **Best conference paper nominee**.

"Testing Industry Structural Effects and Manufacturing Strategies: Empirical Evidence from the U.S. and Japan", with Dr. Wolf Reitsperger and Dr. Shirley Daniel, presented at the 1993 Academy of International Business conference.

"A Symposium on the Role of Resource-Based Strategy Theory", presented at the 1993 WAM meetings, with James Robins, William Hesterly, Karin Fladmoe-Lindquist.

"Resource-based Strategy and Competitive Advantage Among Multinationals", with Dr. Karin Lindquist, presented at the 1992 AIB Conference.

"Strategy-Structure-Environment Fit and Performance among MNEs", presented at the 1992 Academy of International Business Conference.

"Strategy, Structure, and Performance: An Empirical Test of MNEs", with H. Mjoen, presented at the 1992 AIB Conference.

"Strategic Groups: A New Theoretical Perspective", presented at the 1992 Academy of Management conferences.

"Resource Based Strategy and Competitive Advantage of Multinationals", with K. Fladmoe-Lindquist, presented at the 1992 Western Academy of Management meeting.

"A Synthesis of Generic and Contingent Strategies", with D.C. Bangert, presented at the Academy of Management 1991 Conference.

"Formation of International Cooperative Ventures: An Organizational Perspective", with O. Shenkar, presented at the Academy of Management 1991 Conference.

"A General Framework to Relate Business Strategies and Performance", with D.C. Bangert, Presented at the 1991 WAM Conference.

"A Business Strategy Approach to the Behaviour of MNCs in a Host Market", Presented at the Academy of International Business 1990 Conference.

"Economic and Sociological Models of Cooperative International Ventures: A Comparison and a Management Synthesis", with O. Shenkar, Presented at the Academy of International Business 1990 Conference.

"Outward Cooperative Venture Strategies and the NICs: Small Korean Companies in the International Marketplace," with O. Shenkar, Presented at the Academy of International Business 1989 conference.

"Strategic Configurations among MNCs in a Host Market," for the 1989 International Business Colloquium at the U of Hawaii, Manoa

"Outward Cooperative Strategies of Smaller Korean Firms," with O. Shenkar for the 1989 IB

Colloquium, U of Hawaii, Manoa

Invited Presentations

"Governance Mechanisms in High Technology Alliances: The Biotechnology Case", with Anupama Phene, presented at the 5th Annual International Workshop on Strategic Alliances in Barcelona, June 2005.

Chair, Panel "Knowledge Transfer in Multinational Firms", 2004 JIBS Frontiers Conference at MSU.

Chair, Panel, "Outsourcing Strategies in a Global Economy: Not Just for Manufacturing Anymore", 2004 SMS Conference in Puerto Rico.

"Resource-Based Theory and the Theory of the Multinational Firm", a presentation for a Professional Development Workshop panel about "Conversations Between Strategy and International Management" at the 2004 Academy of Management Conference in New Orleans.

Presentation for a Professional Development Workshop panel on "Research Success at Resource Constrained Institutions" for the 2003 Academy of Management Conference, Seattle.

"A Commentary on Yves Doz's "Toward a Managerial Theory of the MNC" for the IMD/ AICM Senior Scholar Symposium recognizing Yves Doz at the 2003 Academy of Management conference.

"Globalization and Resource-Based Theory" for a symposium addressing "Strategy: A Resource-based View in the New Economy", Western Academy of Management Conference, 2001, Sun Valley, ID.
"The Multiple Roles of Alliance in Capability-Based International Strategies," presented to the 1998 International Conference on Advances in Management.

"A Model of the Evolution of Strategic Groups," with David L. Atchison, presented to the EIASM Workshop on Competence-Based Competition, Brussels, November, 1993.

Various research seminars at INSEAD; The Judge Institute of Management Studies, Cambridge University; London Business School; the Oxford Institute of Strategic and International Business, Templeton College, Oxford University; the Institute for International Business, Stockholm School of Economics; ESSEC, France; Tilburg University, The Netherlands; University of Reading, University of Kansas, the George Washington University, Temple University.

SERVICE ACTIVITIES

Academic Community

Associate Editor, Strategic Management Journal, January 2007 - .

Invited to be a panel member, International Management Division Junior Faculty Workshop and Business Policy and Strategy Mid-Career Workshop, 2007 AOM Conference.

Chair, Global Strategy Track, 2007 AIB Conference Program Committee

Presenter, Doctoral Student Consortium, Strategic Management Society 2006 Conference, Vienna.

Session Chair, "Growing Local Roots", 2005 AIB Conference

Co-chair, Global Strategy Track, 2004 AIB Conference Organizing Committee

Member, Doug Nigh Best Student Paper Award Committee, International Management Division, Academy of Management, 2004-

Member, Best Paper Selection Committee, Strategic Management Society, 2003-2006.

Founder and Chair, Global Strategy Interest Group, Strategic Management Society, 2001-2005.

Member, Conference Review Committees for the Strategic Management Society, 2000, 2001, 2003-05.

International Management Division of the Academy of Management: Immediate Past Chair, 1999-2000; Chair, 1998-1999; Chair Elect 1997-1998; Program Chair, 1996-1997 (Boston Conference).

Presenter, Junior Faculty Workshop, International Management Division of the Academy of Management Conference, 1999, Chicago and 2005, Honolulu.

Co-chair of placement services, 1996 Academy of International Business Conference.

Coordinator of the Doctoral Student Consortium for the International Management Division of the Academy of Management, 1995 Conference in Vancouver.

Member of the Editorial Board of Strategic Management Journal, April 2000 – Dec. 2006.

Member of the Editorial Board of Organization Science, January 1998 - .

Member of the Editorial Board of Journal of International Business Studies, 1995 -

Member of the Editorial Board of Management International Review, 1994 –

Member of the editorial Board of Journal of Management Studies, 2007 -.

Member of the Editorial Board of Journal of International Management, 1998 - 2006.

Member of the Editorial Review board of Thunderbird International Business Review, 2006 -

Ad hoc reviewer, now or in the past, for Academy of Management Review, Academy of Management Journal, The International Executive, Journal of Management, Journal of Management Studies.

Program reviewer for the Academy of Management; Academy of International Business; Western Academy of Management

School of Business
Member, Full Professor Committee, Robins School, 2005- .

Member, International Business Committee, Robins School, 2005 - .

Member, Center for Innovation and Entrepreneurship, Robins School, 2006 - .

Management Department Chairman, University of Utah, 1999 - 2005.

Marketing Department Chairman, University of Utah, 2001- 2004.

Planning Committee, University of Utah/ BYU Winter Strategy Conference, 1999-2005.

Co-Director, DESB Global Business Program and CIBER, 1999 - 2001.
Associate Director, UU/BYU CIBER and DESB Global Business Program, 1994-1996.

Executive Committee member and Director of Research, Global Business Program, David Eccles School of Business, University of Utah, 1990-94.

Coordinator of the DESB Field Study Consulting Program, 1993.

Member of the Management Department PhD Committee, 1993-95.

Member, MBA Oversight/Program Committee, Eccles School of Business, 1991-96.

Dissertation chair: Hans Mjoen (1993), David Atchison (1994), Eugene Seeley (2005), Manuel Ferreira (2005), Laurence Marsh (2006).

Dissertation Committee Member: Kirk Wessel, Adam Sutcliffe, Candace Jones, Kun Liu, Teppo Felin.

University

University of Richmond Faculty Status Committee, 2006 -

University of Utah International Studies Board, 2000 - 2002.

University of Utah Institutional Review Board: Member, 1994-1996; Chair 1996-97.

Invited participant in and member of the planning committee for the 1993 Governor's Conference on Economic Development, "Doing Business in Mexico".

University of Utah chair for the UU/BYU Conference on North American Free Trade, Jan 1992.

University of Utah chair for the UU/BYU Conference on Developments in Central and Eastern Europe, Feb. 1991.

Local Community

Member of the Board, Highland Support Project in Richmond, VA

Founding Board member Executive Committee member, Technology to Market (T2M), Salt Lake City, UT, 2000- 2002.

- Moderator of “Ascents & Avalanches” session at T2M Advanced Basecamp, May 4, 2001
- Panel member for “Horizons” on the role of industrial clusters in technology intensive industry

Faculty sponsor for MBA interns to Governor’s Utah - Silicon Valley Initiative, Summer 2001

TEACHING EXPERIENCE

International Business/ International Management

- Undergraduate level at Univ of Hawaii/ Univ of Utah/ Univ. of Richmond
- MBA level at Univ of Utah and Warwick Univ, UK

Global Strategy

- Undergraduate level at Univ of Hawaii/ Univ. of Richmond
- MBA level at Univ of Utah, Univ of Hawaii, Thunderbird (AGSIM) - Geneva, and Cranfield School of Management, UK
- Executive MBA at Cranfield School of Management, UK

Business Strategy
- Undergraduate level at Univ of Hawaii and Univ of Utah
- MBA level at Univ of Hawaii, Univ of Utah, Thunderbird (AGSIM) - Geneva
- Executive MBA at Univ of Utah

Merger and Alliance Strategies
- MBA level at Univ. of Utah

Doctoral Seminars at the Univ of Utah
- Strategic Management Theory
- Joint Venture Theory and Research
- International Strategy Research

CONSULTING

Visual Influence, Salt Lake City

Utah Area Health Education Centers, Salt Lake City

Burmah Castrol, Ltd., United Kingdom

KPMG, United Kingdom

Faculty advisor for MBA field study consulting teams with: Salt Lake City Veteran's Administration Hospital; Howells Industries; Idaho Technologies; Cottonwood Hospital; GE Capital; Investip (Vietnam); Intermountain Health Care; Olympus Bank; R.C. Willey; AMOCO Chemical (Geneva); Hewlett Packard (Geneva); Motorola Semiconductor (Geneva); Salt Lake Association of Community Councils; Garff Enterprises; Northwest Pipeline (Williams Corporation); Landmark Services; First Health; Hayes Brothers Motors; Saturn Motors of Salt Lake; American Express; Utah Division of Community and Economic Development; University of Utah's Kingsbury Hall

advantage