

CURRICULUM VITAE

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Education

- 1980 Ph.D. in Organizational Behavior. Stanford University, Graduate School of Business, Stanford, California.
- 1976 Master of Business Administration (MBA), Stanford University, Stanford, California.
- 1973 Bachelor of Science in Industrial Engineering/Management Sciences. Northwestern University, Evanston, Illinois.

Academic and Administrative Appointments

- 2013-present Academic Director, McGill MBA Japan, Desautels Faculty of Management, McGill University
- 2013-2014 Member, University Tenure Committee, Faculty of Dentistry, McGill University
- 2008-present Member, Course Evaluation Advisory Group, McGill University
- 2006-present Member, Appeal Committee for Student Discipline and Grievances, McGill University.
- 2012-2013 MBA Japan Liaison, Desautels Faculty of Management, McGill University.
- 2010-2012 Member, Enrolment and Student Affairs Advisory Committee - Subcommittee on Student Affairs Policy
- 2006-2012 Member, Enrolment and Student Affairs Advisory Committee, McGill University.
- 2006-2012 Member, Academic Policy Committee - Subcommittee on Teaching and Learning, McGill University.
- 2006-2012 Associate Dean (Academic), School of Continuing Studies, McGill University.
- 2006-2012 Area Coordinator - Organizational Behavior. Desautels Faculty of Management, McGill University.
- 2006-2009 Member, Committee on Student Affairs, McGill University.
- 2006-2009 Member, University Tenure Committee, Faculty of Arts, McGill University
- 2005-2010 Member (appointed by McGill University), Academic Standards Council, U21pedagogica Limited.
- 2005 Academic Director, International Programs. McGill University, Faculty of Management.
- 2004 Associate Dean, Academic Programs. McGill University, Faculty of Management.
- 2004-2006 Member, Senate Committee on Continuing Education, McGill University.
- 1998-2005 Member, Committee on Student Affairs, McGill University.
- 1998-2004 Associate Dean, Masters Programs and Director, MBA Program. McGill University, Faculty of Management.

1997-2001	Member and Chair (from 1999), Committee on Student Discipline, McGill University.
1995-1998	Area Coordinator - Organizational Behavior. McGill University, Faculty of Management.
1995-1998	Co-Director, McGill – University of Havana Research Exchange (funded by the MacArthur Foundation, Chicago, Illinois)
1993-1994	Director, Centre for International Management Studies. Faculty of Management, McGill University.
1988-1993	Associate Dean and Director, Bachelor of Commerce Program. McGill University, Faculty of Management.
1986-2005	Director - MBA International Exchange Program. McGill University, Faculty of Management.
1984-present	McGill University, Faculty of Management. Associate Professor of Organizational Behavior.
1980-1984	Area Coordinator - Management Policy Area. McGill University, Faculty of Management.
1978-1984	McGill University, Faculty of Management. Assistant Professor of Organizational Behavior and Management Policy.

Selected Publications

“Institution Building and Institutional Voids: Can Poland’s Experience Inform Russia and Brazil?” (with S. M. Puffer and D. J. McCarthy), *International Journal of Emerging Markets*, 11 (1), 2016: 18-41.

“Leveraging Values Diversity: The Emergence and Implications of a Global Managerial Culture in Global Organizations” (with S. Kim and A. N. Butt), *Management International Review*, 56 (2), 2016: 227-254.

“A Stakeholder Approach to the Ethicality of BRIC-firm Managers’ Use of Favors” (with D. J. McCarthy, S. M. Puffer, and D. Dunlap), *Journal of Business Ethics*, 109 (1), 2012: 27-38.

“The Use of Favors by Emerging Market Managers: Facilitator or Inhibitor of International Expansion?” (with S. M. Puffer, D. J. McCarthy and D. Dunlap), *Asia Pacific Journal of Management*, May 2012: 1-23.

“A Comparative Study of the Influence of Assertiveness on Negotiation Outcomes in Canada and China” (with Z. Ma), *Cross Cultural Management: An International Journal*, 17 (4), 2010: 333-346.

“Managerial Values in Developing Countries: Global Convergence or Local Divergence?” (with A. Butt, I. Avruchir, M. Farashahi and T. Hafsi), in P. Singh and S. Verma (eds.), *Organizing and Managing in the Era of Globalization*, New Delhi: Sage, 2010: 259-271.

“Getting to Yes in China: Exploring Personality Effects in Chinese Negotiation Styles” (with Z. Ma). *Group Decision and Negotiation*, 14 (5), 2005: 415-437.

“The Effects Of Self-Emotion, Counterpart Emotion, and Counterpart Behavior on Negotiator Behavior: A Comparison of Individual-Level and Dyad-Level Dynamics” (with A. Butt and J. N. Choi), *Journal of Organizational Behavior*, 26 (1), 2005: 1-24.

“Exploring Individual Differences in Chinese Negotiation Styles” (with Z. Ma). *Proceedings of the 2003 Annual Meeting*, International Business Division, Administrative Sciences Association of Canada (ASAC), Halifax, Nova Scotia., 24 (8): 81-102.

“Individual Perception, Bargaining Behavior, and Negotiation Outcomes: A Comparison across Two Countries” (with Z. Ma, X. Wang, T. Anderson, Y. Wang and D. Saunders), *International Journal of Cross-Cultural Management*, 2(2), 2002: 171-184.

"National Entrepreneurial Potential: The Role of Culture, Economic Development and Political History" (with S. Mueller and A. Thomas), *Advances in International Management (formerly Advances in International Comparative Management)*, JAI Press, 14, 2002: 221-257.

"The Influence of Personality on Negotiation - A Canada - France Comparison" (with Z. Ma and T. Anderson), in *Strategic Management - A European Approach*, (with Z. Ma and T. Anderson) in C. Scholz and J. Zentes (eds.), Wiesbaden, Germany: Gabler Verlag, 2002: 263-282.

"Negative emotions, perceptions, behavior, and outcomes: An emotions based negotiation model" (with A. Butt), *Proceedings of the International Association of Conflict Management Meetings*, June 24-27, 2001, Cergy, France.

"Individual Perception, Bargaining Behavior, and Negotiation Outcomes: A Chinese Case" (with Z. Ma, X. Wang, T. Anderson, Y. Wang), *Proceedings of the 2000 Annual Meeting* (Best Paper Award), International Business Division, Administrative Sciences Association of Canada (ASAC), Montreal, Quebec, 21 (8).

"Individual Perception, Bargaining Behavior, and Negotiation Outcomes in two countries: A Comparative Study" (with Z. Ma, X. Wang, T. Anderson, A. Butt, and D. Saunders), *Proceedings of the 7th International Conference on Work Values and Behavior (ISSWOV)*, Jerusalem, Israel, 2000.

"Language, Culture and Management: An Exploration of their Inter-Relationship", in *Strategisches Euro-Management* (Vol. 2), C. Scholz and J. Zentes (eds.), Stuttgart, Germany: Schäffer-Poeschel Verlag, 1998: 91-109.

"The Applicability of Western Management Techniques in Developing Countries: A Cultural Perspective", in *Cross Culture - Interkulturelles Handeln in der Wirtschaft*, J. Bolten (ed.), Ludwigsburg, Germany, Verlag Wirtschaft und Praxis, 1995:143-161.

"A Review of Management Successes in Developing Countries" (with R. Kanungo and N. Srinivas), in D. Saunders (ed.), *New Approaches to Employee Management, Volume 3: Employee Management in Developing Countries*, Greenwich, Connecticut: JAI Press, 1995: 243-255.

Management in Developing Countries (ed., with R. N. Kanungo). London: Routledge (1990).

"A Cross National Examination of the Usage of Organization Development Interventions", in S. Benjamin Prasad (ed.), *Advances in International Comparative Management*, Vol. IV, Greenwich, Connecticut: JAI Press, 1989: 113-130.

"La culture organisationnelle: un élément à ne pas oublier dans les acquisitions et fusions", *Gestion*, Vol. 12, No. 3, 1987: 59-66 (Winner of *Prix d'Excellence* - best paper in *Gestion*, Vol. 12).

"Organization Development and National Culture: Where's the Fit?", *Academy of Management Review*, Vol. 11, No. 1, 1986: 178-190.

"Control Systems and Strategic Adaptation: Lessons from the Japanese Experience" (with B.R. Baliga), *Strategic Management Journal*, Vol. 6, No. 2, 1985: 115-134.

"Multinational Corporations: Control Systems and Delegation Issues" (with B.R. Baliga), *Journal of International Business Studies*, Vol. 15, No. 2, 1984: 25-40.

"The Transfer of Organizational Culture Overseas: An Approach to Control in the Multinational Corporation", *Journal of International Business Studies*, Vol. 14, No. 2, 1983: 91-114.

"Type Z Organization: Stability in the Midst of Mobility", (with W. G. Ouchi), *Academy of Management Review*, Vol. 3, No. 2, 1978: 305-314.

Teaching Interests

Cross-Cultural Management, Organizational Behavior, Managerial Negotiations

Research Interests

Managerial Values in Developing Countries
Globalization and International Management Education
The Impact of Culture on Management
Management in Developing Countries

Editorial Board Memberships

Asian Journal of Management Cases (Lahore University of Management Sciences, Pakistan)
InternexT (ESPM, Brazil)

Honors and Awards

Fulbright Teaching Fellowship (Brazil), 1985

"Prix d'Excellence" - Charette Fortier, Hawey/Touche Ross for Best Article in *Gestion* - 1987

Social Sciences and Humanities Research Council (SSHRC) Research Grant, 1997-2000

Best Paper - International Business. Administrative Sciences Association of Canada Meeting – 2000 (with Z. Ma, X. Wang, T. Anderson and Y. Wang)

Professional Memberships

Academy of International Business
Academy of Management
Administrative Sciences Association of Canada

Professional Service

Reviewer of Grant Proposals for Social Sciences and Humanities Research Council of Canada – SSHRC (2003-present)

Reviewer for *Journal of International Business Studies* (2006-present)

Reviewer for *Cross Cultural Management: An International Journal* (2010-present)

Reviewer for *Thunderbird International Business Review* (2013)

Member of Advisory Board, Suleman Dawood School of Business, Lahore University of Management Sciences, Lahore, Pakistan (2011-present)

Community Service

Chairman of the School Board, Alexander von Humboldt German International School, Baie d'Urfé, Québec (1997-2008)

Vice-President, Friends of the Alexander von Humboldt German International School, Baie d'Urfé, Québec (2008 - present)

Additional Information

Native languages English and German; Functional fluency in French, Portuguese and Spanish