

**Ravi Sarathy**  
Northeastern University  
International Business and Strategy  
Email: r.sarathy@neu.edu

## **Education**

Ph D, University of Michigan, 1976.  
Major: International Business

## **Licensures and Certifications**

Certified Management Accountant (CMA).

## **TEACHING**

### **Teaching Experience**

#### **Northeastern University**

INB 200, Managing the Global Enterprise, 4 courses.  
INB 280, TCHSTRATGLB, 6 courses.  
INB 501, Advanced Global Management, 1 course.  
INTB 4202, Executing Global Strategy, 4 courses.  
INTB 4501, Advanced Global Management, 1 course.  
INTB 6200, Managing the Global Enterprise, 4 courses.  
INTB 6280, 3 courses.  
MGMT 6200, Strategic Decision Making in a Changing Environment, 2 courses.  
MGT 200, Strategic Decision Making in a Changing Environment, 5 courses.  
MGT 208, Strategic Decisions for Growth, 2 courses.  
MKT 212, International Marketing, 1 course.  
MKTG 6212, International Marketing, 3 courses.  
STRT 6200, Strategic Decision Making in a Changing Environment, 7 courses.

### **Non-Credit Instruction**

Executive Education, BAE Systems, 60 participants. (March 2012 - Present).

Seminar, Fundacao Getulio Vargas, EAESP, Sao Paulo, Brazil, 15 participants. (July 10, 2012 - July 18, 2012).

Executive Education, MATHWORKS, 20 participants. (May 15, 2012 - May 16, 2012).

Executive Education, BAE Systems, 100 participants. (June 2011 - November 2011).

Executive Education, Mathworkis, 30 participants. (May 24, 2011 - May 25, 2011).

Management/Executive Development, Govt. of Morocco, 30 participants. (April 2011).

Executive Education, BAE Systems, 40 participants. (January 2010 - December 2010).

Executive Education, BAE Systems. (March 30, 2009 - October 8, 2009).

Executive Education, Raytheon, 30 participants. (August 3, 2009 - August 6, 2009).

Executive Education, BAE Systems, 90 participants. (September 2007 - December 2008).

Executive Education, Mathworks, 25 participants. (October 21, 2008 - October 22, 2008).

Executive Education, Raytheon, 30 participants. (August 4, 2008 - August 7, 2008).

Executive Education, BAE Systems N. America, 120 participants. (September 2006 - June 2007).

Executive Education, BAE Systems, 100 participants. (September 12, 2005 - June 15, 2006).

## Directed Student Learning

Directed Individual/Independent Study, "MSIB Independent Study Emerging Markets,"  
Management. (January 2009 - April 2009).  
Advised: Adria Schmidt, Cherry Ying Zhou

## RESEARCH

### Published Intellectual Contributions

#### Books

Sarathy, R., Terpstra, V., Foley, J. (2011). *International Marketing, 10th Edition*. (10th Edition ed.). Naper Publishing Group 2012.

Sarathy, R., Terpstra, V., Russow, L. (2006). *Global Environment of Business*. Northcoast Publishers.

Sarathy, R., Terpstra, V., Russow, L. (2006). *International Marketing :Competing in Global Markets* (9th Edition ed., pp. 588). Northcoast Publishers.

#### Book Chapters

Sarathy, R. (2013). *Innovation Policies and Industry Subsidies: China and the Global Solar Energy Industry*, in Ben Kedia and S. Jain Editors, *Restoring America's Competitiveness through Innovation*. (pp. 316-340). Edward Elgar.

Sarathy, R. (2013). *Cross-border Acquisitions by Emerging Market Multinationals-in The Competitive Advantage of Emerging Market Multinationals*. Editors Williamson, Ramamurti, Fleury and Fleury. et. al. (pp. 284-289). Cambridge University Press..

Sarathy, R. (2012). *Integrated Strategies for the Base of the Pyramid* (2nd Edition ed.). in Handbook of Research in International Marketing, Subhash Jain and David Griffith, Editors. Edward Elgar Publishing Limited, UK, forthcoming.

Sarathy, R., Gaur, A. S., Kumar, V. (2011). *Liability Of Foreignness And Internationalization Of Emerging Market Firms; in Advances in International Management, Vol. 24, 2011, p. 211-233*. (vol. 24, pp. 211-233). Advances in International Management Vol. 24, Editors Asmussen, CG Devinney, TM Pedersen, T & Tihanyi. L., Emerald Publishing Group Ltd., 2011..

Sarathy, R. (2007). *Cemex: The Southdown Offer in Paul Beamish and Kevin Boeh Mergers and Acquisitions Text and Cases*. Mergers and Acquisitions Text and Cases.

- Sarathy, R. (2006). "Strategic Evolution and Partnering in the Indian Pharmaceutical Industry" (pp. 229-249). Emerging Economies and the Transformation of International Business, Editor, Subhash C. Jain,.
- Sarathy, R. (2003). *Privacy Protection and Global Marketing: Balancing Consumer and Corporate Interests"-Handbook of Reserach in International Marketing.* " in Handbook of Research in International Marketing. Ed. Subhash C. Jain..
- Sarathy, R. (2001). "Knowledge Valuation: The Issues, with an appliation to the software industry"- *Valuation of Intagible Assets in Global Operations* (pp. 233-244). Quorum Books.
- Sarathy, R. (2000). *Advertising on the Internet* (pp. E2-1 to E2-10). Handbook of E-Business- RIA/Warren, Gorham & Lamont.

### Refereed Journal Articles

- Kellermans, F. W., Eddleston, K., Sarathy, R., Murphy, F. (2012). Innovativeness in family firms: A family influence perspective. *Small Business Economics*, 38, 85-101.
- Banalieva, E., Sarathy, R. (2011). A Contingency Theory of Internationalization-Performance for EM MNEs; 2nd R&R;. *Management International Review*, 51(5), 593-634.
- Banalieva, E., Sarathy, R. (2010). The Impact of Regional Trade Agreements on the Global Orientation of Emerging Market Multinationals. *Management International Review*, 50(6), 797-826.
- Sarathy, R., Eddleston, K. A., Kellermans, F. W. (2008). Resource Configuration in Family Firms: Linking resources, strategic planning and environmental dynamism to performance. *Journal of Management Studies*, 45(1), 26-50.
- Sarathy, R. (2006). Security & the Global Supply Chain. *Transportation Journal*, Vol. 45(No. 4, Fall 2006), 28-52.
- Sarathy, R., Robertson, C. (2003). Strategic and Ethical Considerations in Managing Digital Privacy. *The Journal of Business Ethics*, 46(Vol. 46), 111-126.
- Sarathy, R., Robertson, C. (2002). Digital Privacy, Executive Briefing. *Business Horizons*, 45(1).
- Sarathy, R. (1999). "Entry Strategies and the Global Expansion of Service Industries",. *Advances in International Marketing*, 9, 261-279.

### Other

- Sarathy, R. (2007). *Book review: Securing Global Transportation Networks* (2nd ed., vol. 46). Transportation Journal.
- Sarathy, R. (2006). "Rayovac Corporation: International growth and Diversification through Acquisitions"- #9B06M025 IVEY case series (#9B06M025 ed.). Ivey/ Univ. of Western Ontario.
- Sarathy, R. (2003). *Cemex: The Southdown Offer Case # 9B03M013*. Ivey Business School, University of Western Ontario.
- Sarathy, R. (2002). *Ras Laffan. Global Energy Strategy Case # 9B03N007*. Ivey Business School, University of Westrn Ontario.

- Sarathy, R. (2001). *Cemex (A) and (B) -Managing the Global Corporation Case studies in Strategy & Management* (pp. 1-17). McGraw-Hill.
- Sarathy, R. (2000). *Baseball: The Japanese Game* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 1.1 Agro Industrial Exportadora SA* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 1.2 Commodore International*. International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 14.1 Subaru of America*. International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 16.2 Sony Corporation* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *case 16.3 Sony in 1996* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 17.1 Pall Corporation* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 17.2 Catalina Lighting* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 19.1 Gucci* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 6.1 Windmere Corporation* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 6.2 A L Labs Inc.* (vol. 8th Edition). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 6.3 Indorayon* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 7.1 The Indian Automobile Industry , 1995* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 7.2 Whirlpool:The European Market* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 8.1 IKEA* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 8.4 Domino's Pizza in Japan* (8th edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 9.1 Grant Met* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 9.2 Boeing & Airbus* (8th Edition ed.). International Marketing-Dryden Press.
- Sarathy, R. (2000). *Case 9.3 North American Watch Company* (8th Edition ed.). International Marketing-Dryden Press.

Sarathy, R. (2000). *EG&G: The Berthold Acquisition and Eg&G:Berthold Post-Acquisiton,EG&G,Japan and China Orgranization and EG&G Europe Organization*. EG&G Program.

## **Presentations Given**

Banalieva, E. (Presenter & Author), Cuervo-Cazurra, A. (Presenter & Author), Sarathy, R. (Presenter & Author), Academy of Management, "Pro-Market Reforms, Marketing Capability, and Performance of Developing Cuntry Firms," International Management Division, Boston. (August 2012).

Sarathy, R. (Presenter & Author), Leveraging India: Strategies for Global Competitiveness, "Balancing profitability and the social mission: lessons from the rise and decline of SKS Microfinance," University of Sydney Business School, Sydney, Australia. (April 11, 2012).

Sarathy, R. (Presenter & Author), BALAS Bus Assn of Latin American Studies Annual Conference, "Government Industrial Policies and the Global Solar Energy Industry," BALAS Bus Assn of Latin American Studies, Rio de Janeiro, Brazil. (March 28, 2012).

Banalieva, E. (Presenter & Author), Cuervo-Cazurra, A. (Author Only), Sarathy, R. (Author Only), Strategic Management Society Conference, Miami, "It's Good Fishing in Troubled Waters: Pro-Market Reforms, Marketing Capability, and Performance of Developing Country Firms," Miami. (November 2011).

Sarathy, R. (Presenter & Author), Kumar, V. (Author Only), Gaur, A. (Author Only), Academy of Management Annual Meeting, "Liability of Foreignness and Internationalization of Emerging Market Firms," AOM - Academy of Managemen, San Antonio, Texas. (August 2011).

Sarathy, R. (Presenter & Author), Academy of Marketing Science Annual Meeting, "Session Chair & Presenter, Marketing at the Base of the Pyramid," Academy of Marketing Science, Miami, FL. (May 2011).

Dunlap, D., Sarathy, R., Parente, R., Strategic Management Society, "Factors influencing entrepreneurial activity (progress in new ventures) in Brazilian family firms," Rio, Brazil. (March 2011).

Sarathy, R. (Author Only), Kumar, V. (Presenter & Author), Gaur, A. (Author Only), Advances in International Management, "Liability of Foreignness and Internationalization of Emerging Market Firms," Copenhagen Business School, Copenhagen, (January 17, 2011).

Sarathy, R., American Marketing Association Global Marketing SIG, "Managing and Implementing BOP Projects: Implications for the Global Marketing Manager," American Marketing Association, Cancun, Mexico. (January 15, 2011).

Sarathy, R., European International Business Association 36th Annual Conference, "Integrated Strategies for the Bottom of the Pyramid," EIBA- European International Business Association, Porto, Portugal. (December 10, 2010).

Sarathy, R., International Business Seminar, "Industrial Policy and its Effects on Emerging Market Firm Internationalization," University of Sydney, Sydney, Australia. (November 8, 2010).

Banalieva, E. (Presenter & Author), Sarathy, R. (Author Only), AoM, "Boundaries of the Resource Based View in an Emerging Market Context," IMD, Montreal, Canada. (August 7, 2010).

Demirkan, I. (Author Only), Dunlap, D. (Presenter & Author), Sarathy, R. (Author Only), Deeds, D. (Author Only), Academy of International Business, "Innovation in the Family Enterprise:

- Characteristics Affecting Exploration versus Exploitation Decisions," Rio de Janeiro. (June 29, 2010).
- Sarathy, R., International Marketing Theory Conference, "Marketing Adaptation for the Bottom of the Pyramid," CIBER, Univ. of Connecticut, Storrs, CT. (June 19, 2010).
- Sarathy, R. (Presenter & Author), Banalieva, E. (Author Only), CROSS BORDER M&A: CHALLENGES AND OPPORTUNITIES IN GLOBAL BUSINESS ENVIRONMENT, "International Acquisitions in the Indian Pharmaceutical Industry," European Institute for Advanced Studies in Management, Brussels, Belgium. (November 13, 2009).
- Banalieva, E. (Presenter & Author), Sarathy, R. (Author Only), Academy of Management, "The Relationships among Firm Resources, Internationalization, and Performance of Emerging Market Multinationals," Chicago. (August 2009).
- Banalieva, E. (Presenter & Author), Sarathy, R. (Presenter & Author), Academy of International Business, "The Relationships among Firm Resources, Internationalization, and Performance of Emerging Market Multinationals," San Diego. (July 2009).
- Dunlap, D. (Presenter & Author), Sarathy, R. (Author Only), ETP Conference 2009, "Theories of Family Enterprise Conference - Commentary on Organizational Ambidexterity," Northeastern University, Boston, MA. (June 2009).
- Sarathy, R. (Presenter & Author), Banalieva, E. (Author Only), SMS India Special Conference, "Global Acquisitions by Emerging Market Multinationals: the Case of Indian Pharma Companies," SMS, India. (December 2008).
- Banalieva, E. (Presenter & Author), Sarathy, R. (Author Only), AIB 2008, "Global Orientation, Internationalization, and Performance of Emerging Market Multinationals," Milan, Italy. (2008).
- Murphy, F., Kellermanns, F., Eddleston, K., Sarathy, R., Academy of Management, "The family's influence on firm performance: An investigation of power, experience and culture," AOM, Anaheim, CA. (August 2008).
- Banalieva, E. (Presenter & Author), Sarathy, R. (Presenter & Author), AIB 2008, "Global Orientation, Internationalization, and Performance of Emerging Market Multinationals: Evidence from Indian and South African Firms, 2000-2006," AIB, Milan, Italy. (July 2008).
- Murphy, F., Kellermanns, F., Eddleston, K., Sarathy, R., International Family Enterprise Research Association, "The family's influence on firm performance: An investigation of power, experience and culture in family firms," ifera, Nyenrode, The Netherlands. (July 2008).
- Sarathy, R., NACRA 2006 Annual Conference, "Case: Ion Beam Applications," NACRA, San Diego, CA. (October 21, 2006).
- Eddleston, K. (Author Only), Kellermanns, F. (Presenter & Author), Sarathy, R. (Author Only), Strategic Management Society, "The Resource-Based View and the family firm: A contingency perspective," Orlando, Florida. (2005).
- Sarathy, R., 25th Annual Meeting, "The Resource Based View and the Family Firm: A Contingency Perspective," Strategic Management Society, Orlando, FL. (October 23, 2005).
- Sarathy, R., Conference on International Trade, Corporate Strategies and the Global Economy, "Terrorism, security and global supply chain," Univ de Le Harve. (September 28, 2005).

Sarathy, R., European Academy of Management Meeting, "Individual Privacy, Public Interest and Corporate Social Responsibility," European Academy of Management, Munich, Germany. (May 2005).

Sarathy, R., BRIC (Brazil, Russia, India and China), "Strategic Evolution and Partnering in the Indian Pharmaceutical Industry," University of Connecticut CIBER, Storrs, CT. (April 30, 2005).

Sarathy, R., Eddleston, K. A., Kellermanns, F. W., United States Association for Small Business and Entrepreneurship Proceedings, "Resource Configuration in family firms: Linking resources, strategic planning and environmental dynamism to performance," United States Association for Small Business and Entrepreneurship, Indian Wells, CA. (January 2005).

Sarathy, R., Annual Meeting, "Golar LNG," NACRA, Sedona, AZ. (October 2004).

Sarathy, R., Conference on State of the Art of Research in International Marketing, "Privacy Issues in the Development of Global E-Commerce," Univ of Connecticut/American Marketing Association, Storrs, CT. (October 2002).

## Awards and Honors

IMD Skolkovo Best Paper Award (jointly with Ellie Banalieva), Academy of Management Annual Conference 2010. (August 2010).

## Intellectual Contributions in Submission

### Refereed Journal Articles

Murphy, F., Kellermanns, F. W., Eddleston, K., Sarathy, R. The family's influence on firm performance: An investigation of power, experience and culture. *Small Business Economics*.

Sarathy, R. FillFactory: Are camera phones the future? *Entrepreneurship Theory and Practice*.

## Research in Progress

"An International Look at Women Entrepreneurs" (Planning)

This study will examine how gender - at macro-, meso- and micro- levels, influences the behavior and success of entrepreneurs from multiple countries.

"Industrial Policy & Global Strategy: The Solar Energy Industry in China, Germany and the US" (Writing Results)

This paper examines solar energy industrial policies in China, Germany and the US, and relates these policies to the growth and performance of major solar energy firms in these countries, drawing implications for how firms respond in a global competitive landscape marked by "increased globally-coordinated government regulation and intervention" (Cheng 2011: 797). From a theory perspective, the paper explores how government implementation of strategic trade policy affects strategy formulation and industry outcomes, influencing areas such as domestic industry establishment and growth, value chain configuration choices, global competitiveness, market share, and firm performance. When governments practice industrial policy, they become strategic partners with firms. China, Germany and the US can each be considered to encourage and practice distinct varieties of capitalism, with China's developmental capitalism and deliberate Five-year Plans contrasting with the US general laissez-faire approach and Germany's social welfare tinged economic policies. The paper explores how these different (ideological) starting points and national goals shape government policies in each of these countries, and their ultimate strategic effect on firms.

"Scenario Planning for Global Supply Chain Security" (On-Going)

Explores how scenario planning can help prevent and mitigate risk from security breakdowns in global supply chains.

"The Impact of globalization and Endogenous Firm Scope on Productivity of US Multinationals" (On-Going)

Using detailed balance sheet and income statement data for all US firms in the manufacturing sector from 1987 to 2006, we examine the relationship between product and international diversification and productivity.

## SERVICE

### Editorial and Review Activities

Ad Hoc Reviewer, Papers, "Academy of International Business 2008 Annual Meeting Paper Review."

Ad Hoc Reviewer, Papers, "European Business Review."

Ad Hoc Reviewer, Papers, "Family Business Review."

Invited Manuscript Reviewer, "Quantifying Impact of Product Contamination in a Multi Stage Food Supply Chain," Production and Operations Management. (December 2011).

Invited Manuscript Reviewer, "Moving beyond the Born Global stage," Temple Univ. Conference - Emerging Market Firm Competitiveness: Internationalization, Innovation and Institutions. (November 2011).

Invited Manuscript Reviewer, "The dynamics of cross-border knowledge production in the emergence of knowledge-intensive multinationals from India," Global Strategy Journal. (September 2011).

Invited Manuscript Reviewer, "The Ethics of Forgetting in Policy Making: Questions Concerning the Treatment of Confidential Health Information in Canada Past and Present," Journal of Business Ethics. (May 2011).

Invited Manuscript Reviewer, "Journal of International Marketing." (November 15, 2010 - December 15, 2010).

Ad Hoc Reviewer, Papers, "BALAS 2010 Conference." (November 2009 - December 2009).

Ad Hoc Reviewer, Papers, "AIB Conference 2009." (January 2009 - February 2009).

Ad Hoc Reviewer, Papers, "NACRA Annual Conference, Oct. 2006," Reviewer, Finance & Economics Track. (July 2007 - August 2007).

Ad Hoc Reviewer, Papers, "Academy of Intl Business 2007 Annual Conference." (January 2007 - February 2007).

"TIE Boston 3rd Annual Fall Workshop," Conference Organization and Session Chair. (November 18, 2006).

Invited Manuscript Reviewer, "Journal of International Management," Reviewer. (September 2006 - October 2006).

## **General Service**

### **College**

Committee Member, Junior Faculty Mentoring Committee, IB&S Group, Member. (September 2012 - Present).

Program Coordinator, BSIB Emerging Markets course, Brazil, July 2012, Developed, coordinated, and accompanied students in Brazil on the 4 week course. (January 2012 - Present).

Work with Associate Dean Coleen Pantalone in negotiating with EAESP- FGV Brazil to help set up Emerging Markets course and field project for 2012, CBA- Brazilian Intl. Business programs, BSIB and Emerging Markets minor. (September 2011 - Present).

Committee Chair, Tenure & Promotion committee. (September 2011 - Present).

Committee Member, BSIB Brazil, Member. (September 2010 - Present).

Attendee, Meeting, Business School Collaborative. (December 2010).

Chairperson, IB & S Group Coordinator, Acting Group Coordinator. (September 2010 - December 2010).

Committee Member, CBA Chaired Professor Review Committee, Member. (January 2010 - December 2010).

Committee Chair, Tenure Green Paper evaluation Prof. Gary Young, Member. (September 2010 - November 2010).

Interaction with Industry, PH. D. Project. (November 17, 2010 - November 19, 2010).

Committee Member, Sustainability Senior Professor Selection Committee, Member. (November 30, 2009 - April 2010).

Committee Member, Brodsky Chair Selection Committee, Member. (December 2008 - May 2009).

Committee Member, T&P Subcommittee. (September 2007 - June 2008).

MBA Curriculum Committee. (2006 - 2007).

Group Coordinator, General Management Group. (August 2000 - August 2005).

### **Other**

Chairperson, Temple Univ. External Review Committee. (October 2008 - December 2008).

Reviewer, Tufts Univ., Fletcher School Tenure Review. (December 2007 - January 2008).

### **University**

Committee Chair, Group Coordinator Review Committee. (January 2008 - May 2008).

Committee Member, University Strategic Planning Committee, Organizational Consultant. (December 2006 - June 2007).

