

Northeastern University

Center for Emerging Markets

Third Conference on Emerging Market Multinationals: Looking Back, Looking Ahead

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Organizers: Alvaro Cuervo-Cazurra and Ravi Ramamurti

Speaker Biographies

Panel 1: Evolution of the EMNE Literature

Yair Aharoni

Tel Aviv University, Israel



During his long and distinguished academic career, Aharoni served as the first Dean of the faculty of management at Tel Aviv University, was instrumental in establishing the Israel Institute of Business Research and the faculty's Top Executive Program – of which he was the first director. He was also Chief Executive Officer of the Jerusalem Institute of Management and served for five years as the Rector of the College of Management in Rishon LeZion, Israel.

Aharoni was the Daniel and Grace Ross Professor of International Business and later the Issachar Haimovic Professor of Business Policy – both at Tel Aviv University. He was the Thomas Henry Carroll Ford Foundation Visiting Professor of Business Administration, Harvard Graduate School of Business Administration (1978-79). He was also the J. Paul Stitch Visiting Professor of International Business (1987 – 1995) and the Director of CIBER (Center of International Business Education and Research) at Duke University from 1989 to 1995. In addition, Professor Aharoni has held visiting appointments at Boston University, the City University of New York, Columbia University, Copenhagen Business School, Helsinki Business School, New York University, Stanford University, Odense University, Stanford University and the University of California at Berkeley.

Professor Aharoni was also a director of Israel Aircraft Industries and later served for the maximum two terms as director and member of the Rating Committee of Ma'alot . Aharoni was also a consultant to several Israeli firms and a frequent lecturer in executive development seminar for medium and top management in Israel, Europe, Latin America and the United States.

Aharoni's publications include more than thirty books and monograph. He authored or edited, more than hundred papers in various journals and chapters in books and more than 150 cases. He researched a wide range of issues in management, strategy and international business. His current research is on governance structure, on interactions between MNEs and governments, and on differences of globalization in different industries as well as research methodologies in IB theories. His academic achievement were recognized when he received the prestigious Landau Prize in 2007 and mainly by receiving the greatest honor of Israel Prize for research in Management Science in 2010

Professor Aharoni is a fellow of the Academy of International Business and of the International Academy of Management. During his career, he served on the editorial board of several journals including International Studies in Management and Journal of International Business Studies and associate editor of Management Science.

Yair Aharoni received his doctorate from Harvard Business School in 1961. His Master thesis from Tel Aviv University received the Payis Prize for best thesis

Donald R. Lessard

Massachusetts Institute of Technology, USA



Donald R. Lessard is the EPOCH Foundation Professor of International Management at the MIT Sloan School of Management. His research interests are on global strategic management, and project management, with an emphasis on managing in the face of uncertainty and risk and in the energy sector.

He has published extensively on these topics in academic and professional journals, and is co-author of *Strategic Management of Large Engineering Projects: Shaping Institutions, Risks, and Governance* (MIT Press 2001 with Roger Miller).

A member of the MIT faculty since 1973, Lessard has served as Deputy Dean of the Sloan School with responsibilities for research, international programs, and executive education; co-chair of the Energy Education Task Force that launched an Institute-wide undergraduate energy minor; and founding director of the MIT Executive MBA, the BP Projects and Engineering Academy, and the Li and Fung Executive Development Program. He also led the MIT-Merrill Lynch Partnership, MIT's first large-scale collaboration with a financial services firm.

A leader in international management education, Lessard is a past President of the Academy of International Business and Dean of the Fellows of the Academy. He is a Senior Fellow of the Fung Global Institute, a Hong-Kong based think tank. A Senior Advisor to the Brattle Group, he has led major consulting assignments with firms, banks, and government agencies throughout the world.

Lessard earned his BA in Latin American studies and his MBA and PhD in business administration from Stanford University.

Sam Park (Chair)

Skolkovo Moscow School of Management,
Russia



Dr. Sam Park is President of the SKOLKOVO Institute for Emerging Market Studies and Chair Professor of Strategy at the Moscow School of Management SKOLKOVO. Until recently, he was the Founding President of the Samsung Economic Research Institute, China (2004-2008). He was also the British American Tobacco Chair Professor, member of the Academic Council and Director of the Centre for Emerging Market Strategy at the China Europe International Business School (2001-2008). Prior to his move to China, he was Professor of Strategy at Rutgers, the State University of New Jersey (1992-2004). He also taught and served on the faculty at the University of Texas-Dallas, Hong Kong University of Science and

Technology and Hong Kong City University. At Rutgers he received several teaching and research awards and had early promotions to associate and full professor ranks.

His research has been published in various journals, including *Academy of Management Journal*, *Academy of Management Review*, *Strategic Management Journal*, *Management Science*, *Journal of International Business Studies*, *Sloan Management Review*, *Organization Science*, *Organization Studies*, and the *Journal of Business Venturing*, among others. His studies have been broadly cited in the areas of strategic alliances, joint ventures and China studies. His current research focuses on the growth strategies of local companies, the competitive dynamics between MNCs and local companies and the roles of MNCs in emerging markets.

He has served on the editorial boards of *Academy of Management Journal* (1996-2005), *Journal of International Business Studies* (2003-2007), *Strategic Management Journal* (2007-), *Management and Organization Review* (2002-2007), and the *Harvard Business Review China* (2003-). He was the co-organizer of the Strategic Management Society Conference in Shanghai (2007) and is a member of the Executive Committee (2007-2012) and Program Chair (2008-2009) of the International Management Division of the Academy of Management. He was also the Founding President of the Association for Korean Management Scholars. He has extensive experiences in corporate consulting and training in the U.S, China, and Korea including GE, CATIC, HP, Motorola, BMS, Wity, TI, Novartis, and others. He served as Corporate Strategy Advisor for the Wity Group, a leading construction and machinery company, in Shanghai (2002-2005). He is a frequent guest and commentator in the media as well as a speaker in corporate strategy and board meetings and international forums.

Panel 2: Transformation of EMNEs for Global Competition

Helena Barnard

University of Pretoria, South Africa



Helena Barnard is an associate professor at GIBS and teaches in the areas of innovation, strategy and international business. She completed her PhD at Rutgers University in New Jersey in the USA in 2006 with a dissertation on how firms from developing countries use investment in the developed world as a strategy to increase their competitiveness.

She has published academic research in *Research Policy*, the *Journal of International Management*, and the *International Journal of Technology Management*.

From 2008 to 2010 she, together with the University of Lund (Sweden) conducted a cross-national project on innovation in the automotive and ICT industries in South Africa, India and China, and she is also steering an on-going project with the University of Maastricht (Netherlands) on global academic collaborations. Helena served on the executive and scientific committee of an EU-funded FP7 project on the globalisation of innovation (2009 – 2011).

She also developed the proposal leading to Academy of Management conducting its first-ever conference outside of North America at GIBS in Johannesburg in January 2013, and serves on the organising committee of that conference.

Helena worked at Home Depot in the USA from 1999 to 2004, first in Instructional Design and then in Logistics. Before going to the USA, Helena worked in the field of Adult Basic Education and Training, teaching, offering facilitator training, developing course materials and acting as examiner for a variety of clients.

Robert Hoskisson Rice University, USA



Robert E. Hoskisson is the George R. Brown Chair of Strategic Management at the Jones School of Business at Rice University. His research topics focus on corporate strategy and governance and he teaches courses in corporate and international strategic management, among others.

Professor Hoskisson has served on several editorial boards for such publications as the Strategic Management Journal (current Associate Editor), Academy of Management Journal (Consulting Editor), Journal of International Business Studies (Consulting Editor), Journal of Management (Associate editor) and Organization Science. His research has appeared in over 100 publications including the Strategic Management Journal, Academy of Management Journal, Academy of Management Review, Organization Science, Journal of Management, Academy of Management Executive, Academy of Management Perspective, Journal of Management Studies, Journal of International Business Studies, Journal of Business Venturing, Entrepreneurship Theory and Practice, Journal of World Business, among others.

He has co-authored over 20 books including Strategic Management: Globalization and Competitiveness (10th Edition), Competing for Advantage (2nd Edition) and Understanding Business Strategy (3rd Edition).

He was recently ranked among the top scholars in business and economics by the Times Higher Education (<http://www.timeshighereducation.co.uk/story.asp?sectioncode=26&storycode=411310&c=1>). He has served on the Board of Directors and is currently the president-elect and a Fellow of the Strategic Management Society. He has served on the Board of Governors and is also a fellow of the Academy of Management and is a charter member of the Academy Journal's Hall of Fame.

Klaus E. Meyer China Europe International Business School, China



Dr. Klaus E. Meyer joined CEIBS on September 1, 2011 as Professor of Strategy and International Business, where he is teaching topics on strategy with an international focus, primarily in the MBA program. He is holding a position of Adjunct Professor (honorary) at Copenhagen Business School in Denmark.

He has previously taught at the University of Bath, University of Reading, Copenhagen Business School, Hong Kong University of Science and Technology, as well as Cheng-chi University in Taipei, covering topics such "International Comparative and Intercultural Management", "International Business in Emerging Markets" , "International Business", "Strategic Management", "Business in the East European Economies", and "Transformation in Eastern Europe". Dr. Meyer graduated with a PhD from London Business School, UK in 1997 with a dissertation on "Determinants of Direct Foreign Investment in the Transition Economies in Central and Eastern Europe", which received the best thesis award by the European Association for Comparative Economic Studies.

Dr. Meyer's current research focuses on strategies of multinational enterprises in emerging economies. He is in particular interested in how firms adapt their business strategies to the specific conditions

prevailing in each emerging economy. He has thus investigated foreign investor's choice of entry mode and foreign acquisitions in transition economies. Another stream of research focuses on the global strategies that may bring multinational enterprises into emerging economies in the first place.

Related to research, Dr. Meyer holds some responsibilities in scholarly associations and journals, including the role of Senior Editor of the Asia Pacific Journal of Management, and a Consulting Editor, book review editor of the Journal of International Business Studies. From August 1, 2012, he is serving as a Vice President of the Academy of International Business.

Ram Mudambi Temple University, USA



Professor Mudambi's current research focuses on technology and innovation management, studying both multinational as well as entrepreneurial firms. The geography of innovation is one of his main research interests.

He has published over 80 refereed journal articles and 6 books. His work has appeared in the Strategic Management Journal, the Journal of International Business Studies, the Journal of Political Economy, the Journal of Economic Geography, Research Policy and the Journal of Applied Statistics, among others.

He is an Associate Editor of the Global Strategy Journal and is the Book Review Editor of the Journal of International Business Studies. He has been a Guest Editor for the Journal of Economic Geography, the Journal of Management Studies, the International Business Review and the Journal of International Management. He serves on the Editorial Boards of the Journal of International Business Studies, Management International Review, the Asia Pacific Journal of Management, the Journal of International Management, Journal of World Business, Multinational Business Review and Industry and Innovation.

He is a visiting Professor at the Henley Business School, University of Reading (UK), and at the Center for Strategic Management and Globalization, Copenhagen Business School. He is a Lifetime Fellow of the Academy of the University of Messina, Italy, an Honorary Professor at the Center of International Business, University of Leeds (CIBUL) and a member of advisory council of the University of Bradford Centre in International Business (BCIB).

Professor Mudambi teaches the capstone Strategic Management course as well as International Business at the MBA and Executive MBA levels. He has considerable experience in executive education, both in the US and in Europe. He has been an active research supervisor and his former graduate students hold academic and consulting positions in the US, the UK, Italy, Germany, Austria and India.

Prior to joining Temple University, Professor Mudambi taught at Case Western Reserve University in Cleveland, Ohio and the University of North Carolina in Chapel Hill. He taught in Europe for seven years at the University of Buckingham and the University of Reading.

He completed his Master degree at the London School of Economics and Political Science, England and his Ph.D. at Cornell University.

Bernard Wolf (Chair) York University, Canada



Wolf has lectured widely in Canada, the United States, Europe, Australia, New Zealand and Asia, including China. He has organized many international conferences, both in Canada and abroad. Recently, he was the local arrangements chair for the Association of Japanese Business Studies Conference in Quebec City and the Canadian organizer for international business conference in Seoul, Korea. In June 2002, he was the Distinguished Speaker for the International Business Division of the Administrative Sciences Association of Canada.

In addition to his academic work, he has acted as a consultant and advisor to a number of multinational firms and to the Canadian government. The media regularly interviews him on global developments in the manufacturing and service sector as well as various other global (as well as domestic) financial and economic issues including the impact of emerging economies (especially China and India), regional economic integration, exchange rate movements, pricing (particularly gasoline), technological change, outsourcing and mergers/acquisitions.

Panel 3. The Global Expansion of EMNEs

Maria Tereza Fleury
Fundação Getulio Vargas, Brazil



Professor Fleury is the Dean of Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas (FGV-EAESP) and a professor at FEA-USP (Faculdade de Administração, Economia e Contabilidade – USP). She has previously been Dean and vice-dean of FEA/USP (1998 - 2006). She is also a visiting scholar at IFM - University of Cambridge, IDS University of Sussex, IDE, Tokyo, and a visiting professor at ESSEC, França. She served as a member of the advisory board of CNPq (National Council for Scientific and Technological Development -Brazil) and at present she is the Director of ANPAD (Brazilian Academy of Management), of FAPESP Coordination (São Paulo Research Foundation), of the EUROMED Research Council, France, of the FIA Council (Fundação Instituto de Administração – USP), of the Council of the Medicine School Foundation (Conselho da Fundação da Faculdade de Medicina), of the Editorial Board of RAUSP and of the International Journal of Human Resources.

She holds research scholarships from CNPq and FAPESP; her researches and professional experience are in the area of Business Administration: International Management, Competency Management and Culture and Learning.

Afonso Fleury
Universidade de São Paulo, Brazil



Professor, University of Sao Paulo. Degree in Naval and Oceanic Engineering (1970) University of Sao Paulo, MSc from Stanford University (1975) and doctorate (1978) in Production Engineering from the University of Sao Paulo. He was a member of the Advisory Committee to the CNPq, CA-EP in the period

2003-2006. He was Head of Production Engineering in the periods 1991-3, 1995-7, 2003-7. Conducts work in the areas of Work Organization, Technology Management and Engineering Management, Global Operations. As a Visiting Scholar, worked with the Institute of Development Studies at the University of Sussex, Tokyo Institute of Technology, Laboratoire Territoire, et Technologies Sociétés the Ecole Nationale des Ponts et Chaussées and Institute for Manufacturing University of Cambridge. Developed studies and projects for the International Labor Office, United Nations University for the UNDP / UNCTAD, among others. Is Associate Editor of the Journal of Manufacturing Technology Management, Regional Editor of Operations Management Research and a member of the Editorial Board of several Brazilian magazines. He is Vice-President for the Americas POMS-Production and Operations Management Society

Torben Pedersen Copenhagen Business School, Denmark



Torben Pedersen is a Professor in International Business at the Department of Strategic Management and Globalization ((SMG) at the Copenhagen Business School. He is co-editor of the Global Strategy Journal, serves on several editorial boards and was previously Vice-President of AIB and EIBA.

His research interests are located at the interface between strategy and international business and focus mainly on globalization, organizational design, offshoring/outsourcing, knowledge management and subsidiary strategies.

He has written numerous articles in international journals within international business, strategy and institutional economics. His research has appeared in journals such as Strategic Management Journal, Organization Science, Journal of International Business Studies, Journal of Management Studies and Journal of Corporate Finance. You can find more information about his research at taff.cbs.dk/tp/.

Peter Williamson University of Cambridge, UK



Professor Peter Williamson is Professor of International Management at Judge Business School and Fellow of Jesus College, University of Cambridge.

Peter divides his time between research and consulting on global strategy, M&A, and business ecosystem innovation and serving as non-executive director of several companies spanning financial services through to green energy. He has held professorships at London Business School, Harvard Business School and INSEAD (in Singapore). Formerly with The Boston Consulting Group, he earned his PhD in Business Economics from Harvard University.

Peter has worked with companies in China since 1983 and co-authored two of Asia's best-selling business books: *Dragons at Your Door: How Chinese cost innovation is disrupting global competition* and *Winning in Asia: Strategies for Competing in the New Millennium*, both published by Harvard Business Press. He is the author of many articles including "How China Reset it Global Acquisition Agenda", "Value-

For-Money Strategies For Recessionary Times”, “China’s Hidden Dragons” (all in Harvard Business Review), “Strategies for Competing in a Changed China” and “Is Your Innovation Process Global?” (both in the MIT-Sloan Management Review). The latter received a Sloan-PriceWaterhouseCoopers Award honoring those articles that have contributed to the enhancement of management practice.

Daniel J. McCarthy (Chair)
Northeastern University, USA



Prof. Daniel J. McCarthy is the Alan S. McKim and Richard A. D'Amore Distinguished Professor of Global Management and Innovation at the College of Business Administration, Northeastern University, Boston, USA. He is cofounder and codirector of the Northeastern's highly ranked High-Technology MBA program. He has been a member of the editorial board of The Academy of Management Executive, and has more than 90 publications, including four editions of Business Policy and Strategy, as well as Business and Management in Russia, The Russian Capitalist Experiment, and Corporate Governance in Russia.

Prof. McCarthy is the lead director of Clean Harbors, Inc., and has consulted in the US and Europe for more than 40 companies. Early in his career, he was president and cofounder of Computer Environments Corporation and served as a director on its board, as well as the board of its sister company, Time Share Corporation, and other private company and nonprofit boards. Professor McCarthy is a Fellow at the Davis Center for Russian Studies at Harvard University. He ranks as the #1 most published author (tied) in the Journal of World Business from 1993-2003, and has been ranked in the top 5 percent of all authors worldwide who published in the leading international business journals from 1996 to 2005, according to a Michigan State University study. He is also one of the top three scholars internationally in business and management in Russia and Central and Eastern Europe, based on a Journal of International Business Studies article analyzing publications in 13 leading journals from 1986-2003. Professor McCarthy holds AB and MBA degrees from Dartmouth College and a DBA from Harvard University.

Panel 4. The Study of EMNEs and Theory Development

Jean-François Hennart
Tilburg University, The Netherlands



Jean-François Hennart is Professor of International Management at Tilburg University. His research focuses on the comparative study of international economic institutions such as multinational firms and their contractual alternatives, joint ventures and alliances, and modes of foreign market entry. His Theory of Multinational Enterprise pioneered the application of transaction cost theory to international business. He is a Fellow of the European International Business Academy and holds an honorary doctorate from the

University of Vaasa. His highly cited work has been published in the Journal of Economic Behavior and Organization, Organization Science, Management Science, the Strategic Management Journal and the Journal of International Business Studies, among others.

Rajneesh Narula University of Reading, UK



Rajneesh Narula is currently Professor of International Business Regulation and Director of the John H. Dunning Centre for International Business at the Henley Business School, University of Reading, UK. He was a Non-Residential Fellow at the OECD Development Centre, Paris in 2010, and is a research associate at the United Nations University –MERIT in the Netherlands. He obtained his B. Eng (Electrical Engineering, with Honors) from Ahmadu Bello University, Zaria, Nigeria, his MBA from Rutgers University Graduate School of Management, and his Doctorate in Management from Rutgers University, USA

Prof. Narula has previously held appointments at the Copenhagen Business School (2002-2004), University of Oslo (1998-2002), BI Norwegian School of Management (2000-2003), and the University of Maastricht (1993-1997).

Prof. Narula's research and consulting have focused the internationalization of innovation, R&D alliances, and the role of multinational firms in industrial development. He is the author or editor of nine books, including Globalization and Technology (Polity Press), Multinationals and Industrial Competitiveness (with John Dunning, Edward Elgar), Understanding FDI-assisted Economic Development (with Sanjaya Lall, Routledge), Multinationals on the Periphery (with Gabriel Benito, Palgrave). His publications have appeared in leading journals, including the Journal of International Business Studies, Oxford Development Studies, Research Policy, Journal of Management Studies and Management International Review.

Prof. Narula is Editor-in-chief of the European Journal of Development Research. He serves (or has served) on the editorial boards of the Journal of International Business Studies, Journal of International Management, and Management International Review.

Before academia, Professor Narula worked as an Engineer in Nigeria, and later as a Planning Analyst at IBM Asia/Pacific Headquarters in Hong Kong.

He acts regularly as a consultant for UNCTAD, UNIDO, the European Commission, the Inter-American Development Bank and the OECD. He has traveled widely, having undertaken research and consultancy projects or taught in Tanzania, Uganda, Thailand, China, Vietnam, Russia, India, Qatar, UAE, in addition to almost all the countries of the EU.

Alan M. Rugman University of Reading, UK



Dr. Alan M. Rugman is Professor of International Business at the Henley Business School of the University of Reading. He is the Director of Research in the School of Management. Previously he held the

L. Leslie Waters Chair of International Business at the Kelley School of Business, Indiana University, 2001-2009. He was Thames Water Fellow in Strategic Management at Templeton College, University of Oxford from 1998-2001. Previously he held tenured posts at the University of Toronto 1987-1998, Dalhousie University 1979-1987, and the University of Winnipeg 1970-1978. He has also been a visiting professor at Columbia Business School, London Business School, Harvard University, U.C.L.A., M.I.T., Warwick Business School, and the University of Paris-La Sorbonne.

Dr. Rugman has published over 250 articles dealing with the economic, managerial, and strategic aspects of multinational enterprises and with trade and investment policy. These have appeared in such leading refereed journals as: *The American Economic Review*, *Strategic Management Journal*, and the *Journal of International Business Studies*.

As a leading authority in international business, Dr. Rugman served as President of the Academy of International Business in 2004-06. He was elected a Fellow of the Academy in 1991. He is also a Fellow of the Royal Society of Arts, elected 1998.

Born in England in 1945, Dr. Rugman became a Canadian citizen in 1973 and a U.S. resident in 2002. He earned his B.A. in economics from Leeds University in 1966, M.Sc. in economic development from London University's School of Oriental and African Studies (SOAS) in 1967 and his Ph.D. in economics from Simon Fraser University in 1974. He was elected to an M.A. (Oxon) in 1998. Dr. Rugman served as an outside advisor on free trade, foreign investment and international competitiveness to two Canadian Prime Ministers over the 1986-1993 period.

His major books include: *Inside the Multinationals* (Columbia University Press 1981 and Palgrave, 2006); *Multinationals and Transfer Pricing* (St. Martin's Press 1985); *Global Corporate Strategy and Trade Policy* (Routledge 1990); *Foreign Investment and NAFTA* (ed.) (University of South Carolina Press 1994); *International Business* (McGraw-Hill 1985); *Environmental Regulations and Corporate Strategy* (Oxford University Press 1999); *Multinationals as Flagship Firms* (Oxford University Press 2000); *International Business* (FT/Prentice Hall 2000, 2003, 2006, 2009); *The End of Globalization* (Random House 2000); *The Oxford Handbook of International Business* (Oxford University Press 2001, 2009); *The Regional Multinationals* (Cambridge University Press 2005); *Regional Aspects of Multinationality and Performance* (Elsevier, 2007), *Multinationals and Development* (Yale University Press, 2008) and *Rugman Reviews International Business* (Palgrave Macmillan, 2009).

Sheila Puffer (Chair) Northeastern University, USA



Prof. Sheila M. Puffer is the Walsh Research Professor and Cherry Family Senior Fellow of International Business at Northeastern University, Boston, USA. She is also a fellow at the Davis Center for Russian Studies at Harvard University, and has served as program director of the Gorbachev Foundation of North America at Northeastern. She has been recognized as the #1 scholar internationally in business and management in Russia, the former Soviet Union, and Eastern Europe according to a 2005 *Journal of International Business Studies* article analyzing publications in 13 leading academic journals from 1986-2003. She also ranks as the #1 most published author (tied) in the *Journal of World Business* from 1993-2003. She has been ranked in the top 5 percent of all authors worldwide who published in the leading international business journals from 1996-2005, according to a Michigan State University study. She was also ranked among the top 100 authors who published in *Administrative Science Quarterly* from 1981-2001. Dr. Puffer has more than 140 publications, including over 50 refereed articles and 11 books.

Dr. Puffer served as the editor of *The Academy of Management Executive* as well as a member of the Academy's Board of Governors from 1999-2002. She worked for six years as an administrator in the Government of Canada and has consulted for a number of private and nonprofit organizations. Dr. Puffer earned a degree from the executive management program at the Plekhanov Institute of the National Economy in Moscow, and holds BA (Slavic Studies) and MBA degrees from the University of Ottawa, Canada, and a Ph.D. in business administration from the University of California, Berkeley.

Conclusions: What Next?

Alvaro Cuervo-Cazurra Northeastern University, USA



Alvaro Cuervo-Cazurra is Associate Professor of International Business and Strategy at Northeastern University. Before joining Northeastern he was a faculty member at the University of South Carolina and at the University of Minnesota, and visiting professor at Cornell University. He has also taught at IPADE in Mexico, ITESM in Mexico, FDC in Brazil, Universitat de València in Spain, and WU in Austria. He received a Ph.D. from the Massachusetts Institute of Technology and another from the University of Salamanca.

Alvaro studies the internationalization of firms, with a special interest in developing-country multinationals. He also analyzes governance issues, with a special interest in corruption in international business. His research appears in leading academic journals, such as *Academy of Management Journal*, *Journal of International Business Studies*, *Strategic Management Journal*, and *Research Policy*, and in several edited books. He is the reviewing editor of *Journal of International Business Studies* and serves on the editorial boards of other leading journals, such as *Strategic Management Journal*, *Global Strategy Journal*, *Organization Studies*, and *Journal of World Business*. His geographical area of expertise is Latin America. He has done fieldwork in Argentina, Brazil, Chile, Costa Rica, Nicaragua, Mexico, Spain, and the US.

His research has received numerous awards. Two of his papers received best paper awards from the Academy of Management's International Management division and one received a best paper award from the European International Business Academy. His dissertation at the Massachusetts Institute of Technology received the best dissertation in strategy award from the Academy of Management, and a paper from his dissertation at the University of Salamanca received the best Ph.D. student paper award in strategy from the Academy of Management.

Alvaro is Chair of the Communications Committee of the Academy of Management's International Management Division, and was Representative-at-Large of the Strategic Management Society's Global Strategy Group. He has been Track Chair at the Academy of International Business Annual Meeting twice, and has co-organized the program of the Academy of International Business Latin American Chapter. He is joining the Executive Committee at Academy of Management's International Management Division for the period 2012-2017.

Alvaro teaches courses on global strategy and sustainability at the undergraduate, masters, executive and Ph.D. levels. He was a finalist for professor of the year award at the University of South Carolina.

Ravi Ramamurti

Northeastern University, USA



Ravi Ramamurti is CBA Distinguished Professor of International Business & Strategy, and founding Director of the Center for Emerging Markets at Northeastern University, Boston. He is a Fellow of the Academy of International Business (AIB).

Professor Ramamurti obtained his B.Sc. (Physics) from St. Stephen's College in Delhi University (1972), his MBA from the Indian Institute of Management-Ahmedabad (1974), where he graduated at the top of his class, and his Doctorate in Business Administration from Harvard Business School (1982). Professor Ramamurti has been a visiting professor at Harvard Business School, MIT's Sloan School of Management, CEIBS-China, IMD-Switzerland, the Fletcher School at Tufts U., and the Wharton School, U. of Pennsylvania.

Prof. Ramamurti's research and consulting have focused on firms operating in, or from, emerging economies. His books include *The Competitive Advantage of Emerging Market Multinationals* (with P. Williamson, A. Fleury, and M-T. Fleury, eds., Cambridge University Press, forthcoming), *The Future of FDI and the MNE* (with N. Hashai, Emerald, 2011), and *Emerging Multinationals in Emerging Markets* (with J.V. Singh, eds., Cambridge University Press, 2009). He has also published extensively in leading management journals, such as the *Academy of Management Review*, *Academy of Management Executive*, *California Management Review*, *Global Strategy Journal*, *Journal of International Business Studies*, *Management Science*, and *World Development*. His article, "Reverse innovation, emerging markets, and global strategy" (with Vijay Govindarajan), published in *Global Strategy Journal*, won the European Business School prize for best article on innovation management published in 2011.

Prof. Ramamurti served on the Executive Council of the Academy of Management's International Management Division (IMD) from 2003-2008. He has also been closely involved with the Academy of International Business for more than two decades, and serves on the editorial boards of several international business journals.

Professor Ramamurti has done research in or consulted with firms and governments in more than 20 emerging economies. He has been a consultant to the Fulbright program, UNDP, UNCTAD, the World Bank, and USAID. He was the Principal Consultant to *The Economist* group for its new online courses on competing in emerging markets. He has also consulted with several private firms in the U.S. and abroad, including Arthur D. Little, Bosch, Cognex, EG&G, EMC Corporation, General Electric, Hasbro, KPMG International, Nielsen, Petrobras, Praxair, Reutgers, SK Group (South Korea), Steel Authority of India Ltd., Tata Group, Thermo Fisher Scientific, and Wipro. He is quoted frequently in the business press.