

# Board of Governors, State University System of Florida

## Request to Offer a New Degree Program

<b>University of Florida</b>	<b>Fall 2014</b>
University Submitting Proposal	Proposed Implementation Term
Warrington College of Business Administration, Hough Graduate School of Business	<b>Management</b>
Name of College(s) or School(s)	Name of Department(s)/ Division(s)
Business	<b>Master of International Business</b>
Academic Specialty or Field	Complete Name of Degree
52.1101	
Proposed CIP Code	

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

Date Approved by the University Board of Trustees	President	Date
Signature of Chair, Board of Trustees	Date	Vice President for Academic Affairs
		Date

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 2 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	Projected Enrollment (From Table 1)		Projected Program Costs (From Table 2)				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
Year 1	130	97.5	\$7,769	\$757,448	\$0	\$0	\$757,448
Year 2	130	97.5					
Year 3	130	97.5					
Year 4	130	97.5					
Year 5	130	97.5	\$8,546	\$757,448	\$0	\$0	\$833,193

*Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.*

## **INTRODUCTION**

### **I. Program Description and Relationship to System-Level Goals**

- A. Briefly describe within a few paragraphs the degree program under consideration, including (a) level; (b) emphases, including concentrations, tracks, or specializations; (c) total number of credit hours; and (d) overall purpose, including examples of employment or education opportunities that may be available to program graduates.**

The Master of International Business (MIB) is a stand-alone, non-thesis interdisciplinary graduate business program designed to enhance a student's knowledge and understanding of global business trends and problems. The curriculum consists of 30 credit hours (14 core credits and 16 elective credits), including a mandatory global immersion experience and a non-thesis capstone project.

The Warrington College of Business Administration (WCBA) has been offering the Master of Arts, with a Major in International Business under the Business Administration umbrella. Below are a few examples of companies that have hired program graduates.

- Accounting, Banking and Finance: Ernst and Young, LLP, China Citic Bank, Citigroup, CNL Bank, BB&T, HSBC, Wells Fargo, JP Morgan, Raymond James Financial
- Consumer Packaged Goods: Procter & Gamble
- Hospitality: Ritz Carlton, Walt Disney Company, Universal Studios
- Information Technology: Gartner, FIS Global, Samsung Techwin (South Korea)
- Retail: Amazon.com, Burger King, Collective Brands, Inc., Macy's, Target
- Other Industries: Gallup, General Electric, Harris Corporation, Hess Corporation, The Nielsen Company, Trad'nLink International LLC

- B. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which specific goals the program will directly support and which goals the program will indirectly support. (See the SUS Strategic Plan at <http://www.flbog.org/about/strategicplan/>)**

The proposed MIB program is consistent with the State University System's Strategic Planning Goal of "meeting statewide professional and workforce needs." The proposed program seeks to enhance students' global business competence to produce well-qualified, professional business people and future leaders. The mission of the proposed degree supports the WCBA's mission to provide "educational programs that enhance leadership and competence among business people" and the University of Florida's mission of teaching, research and scholarship, and service.

- C. If the program is to be included in an Area of Programmatic Strategic Emphasis as described in the SUS Strategic Plan, please indicate the category and the justification for inclusion.**

The Areas of Programmatic Strategic Emphasis:

1. Critical Needs:
  - Education

- Health Professions
  - Security and Emergency Services
2. Economic Development:
    - Globalization
    - Regional Workforce Demand
  3. Science, Technology, Engineering, and Math (STEM)

The proposed MIB program would fit into the needs expressed for a) Economic Development: Globalization. In addition, the proposed program also meets the Key Councils' (Enterprise Florida, Inc., Workforce Florida, Inc., the Council of 100, the Florida Chamber of Commerce, and the Agency for Workforce Innovation) Areas of Interest in Business & Global Economics (financial services, professional services, hospitality). As stated above, program graduates have secured jobs in various industries, including financial services and hospitality.

According to Enterprise Florida's 2012 Florida International Business Highlights, "international business, including the value of trade in goods and services as well as foreign direct investment, accounts for about one-sixth (18 percent) of Florida's economy." The program is designed to prepare students for careers in the global business environment, but not necessarily within business. The degree is relevant to advertising, financial services, hospitality management, non-profit, government and more. By enhancing students' global business competence, the program will have a positive impact at all levels (local, state, national and international) by producing well-qualified, professional business people and future leaders.

**D. Identify any established or planned educational sites at which the program is expected to be offered and indicate whether it will be offered only at sites other than the main campus.**

The proposed program will be offered at the main campus.

**INSTITUTIONAL AND STATE LEVEL ACCOUNTABILITY**

**II. Need and Demand**

- A. Need: Describe national, state, and/or local data that support the need for more people to be prepared in this program at this level. Reference national, state, and/or local plans or reports that support the need for this program and requests for the proposed program which have emanated from a perceived need by agencies or industries in your service area. Cite any specific need for research and service that the program would fulfill.**

The Board of Governors (BOG), State University System of Florida (SUS) Strategic Plan for 2005-2013, established specific goals related to meeting statewide professional and workforce needs. The Strategic Plan listed *Economic Development: Globalization* (**international business**) and *Economic Development: Regional Workforce Needs* (**business**) as BOG Areas of Programmatic Strategic Emphasis. The Key Councils in Florida, which include Enterprise Florida, Inc., Workforce Florida, Inc., the Council of 100, the Florida Chamber of Commerce, and the Agency for Workforce Innovation, identified "*Business & Global Economics*" as an area of interest.

According to the SUS Strategic Plan, "*Economic Development: Globalization* is more of an over-arching concept found in the various reports reviewed, rather than a specific industry or occupational area. Degree programs that assist in making the SUS globally competitive can be found throughout the system across many disciplines, especially within the sciences, engineering, and information technology programs. However, there are programs that directly

support globalization through program graduates and focused research. Some of these programs have an international focus, such as international affairs, **international business**, international construction, international law, etc. Area studies and foreign language programs that focus on critical trade partners or foreign competitors would also fall under the broad umbrella of increasing globalization.”

- B. Demand: Describe data that support the assumption that students will enroll in the proposed program. Include descriptions of surveys or other communications with prospective students.**

The Warrington College of Business Administration (WCBA) has been offering the Master of Arts, with a Major in International Business under the Business Administration umbrella and it has demonstrated the program’s marketability and demand. In 2012, there were 147 new students who enrolled in the international business major. Based on the program’s success, the WCBA would like to offer a stand-alone program.

The only curricular change to the existing M.A. with a major in International Business program is that the proposed Master of International Business (MIB) will be a stand-alone, non-thesis program. All requirements that are currently listed for the M.A. with a major in International Business, with the exception of MAN6973 Project in Lieu-of-Thesis, are applicable to this new MIB degree. This means that only 12 credits would be required in the major. All eligible graduate level courses in the Warrington College of Business Administration count as major credit. We are simply requesting a change from M.A. with a major in International Business (Thesis/Project) to Master of International Business (Non-Thesis). We anticipate enrollment for the proposed degree will be similar in the future.

Number of students graduating with the M.A. with a major in International Business in the past three years:

<u>Term</u>	<u>Number of Graduates</u>
Spring 2010	44
Summer 2010	28
Fall 2010	61
Spring 2011	35
Summer 2011	33
Fall 2011	44
Spring 2012	56
Summer 2012	18
Fall 2012	46
Spring 2013	51

- C. If substantially similar programs (generally at the four-digit CIP Code or 60 percent similar in core courses), either private or public exist in the state, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). In Appendix B, provide data that support the need for an additional program as well as letters of support, or letters of concern, from the provosts of other state universities with substantially similar programs.**

Florida Atlantic University (FAU) in Boca Raton and Florida International University (FIU) in Miami offer degrees under the same CIP. Below you will find a summary of the

communication with FAU and FIU.

### **FAU – Communication Outcomes**

FAU offers a Master of Science in International Business. Based on our conversation with Dr. Paul Hart, Associate Dean of the College of Business at FAU, FAU has not accepted students into the program for approximately ten years due to faculty resource issues. FAU does not intend to admit students for next 12 months. The email below highlights our discussion regarding potential collaboration between UF and FAU.

**Portocarrero, Ana I**

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**From:** Paul Hart <hart@fau.edu>  
**Sent:** Friday, August 02, 2013 12:23 PM  
**To:** Portocarrero, Ana I  
**Cc:** Daniel Gropper; Rupert Rhodd; Marc Rhorer; Peggy Golden  
**Subject:** MA in International Business at UF

Ana,

As we discussed yesterday, the College of Business at FAU has a MS in International Business. We have not accepted students into the program for approximately ten years due to faculty resource issues. We do not intend to be admitting students for next 12 months.

A number of the courses required for our MS program are currently offered to satisfy other program requirements in our College. In the future, if UF has International Business students in our area who might need the courses to fulfill your degree requirements we would be open to having them enroll in appropriate courses at FAU. However, you will need to inform us about your students intentions since an exception needs to be made for those who are not matriculated in our programs to take graduate courses in our College.

Should we begin to accept students in the future, I am grateful for your willingness to share opportunities for our students with your partner institutions.

Also, if there are innovative ways for us to collaborate in the graduate program in International Business in the future, we would be interested in continuing the conversation.

Regards,

Paul

Paul Hart  
Associate Dean  
College of Business  
Florida Atlantic University

### **FIU – Communication Outcomes**

FIU offers a Master of International Business (MIB). Based on our review of FIU's MIB, the proposed degree is distinct from FIU's MIB in that FIU's MIB is designed for students with a minimum of two years of professional work experience. The proposed program is designed to meet the demand from pre-experience students, thus, professional work experience is not required. Refer to Appendix B for FIU's MIB admissions requirements.

We discussed the proposed degree program with Dr. Christos Koulamas, Senior Associate Dean at FIU's College of Business and he has provided his collegial support.

Refer to Appendix B for evidence of FIU's collegial support.

- D. Use Table 1 in Appendix A (A for undergraduate and B for graduate) to categorize projected student headcount (HC) and Full Time Equivalents (FTE) according to primary sources. Generally undergraduate FTE will be calculated as 40 credit hours per year and graduate FTE will be calculated as 32 credit hours per year. Describe the rationale underlying enrollment projections. If, initially, students within the institution are expected to change majors to enroll in the proposed program, describe the shifts from disciplines that will likely occur.**

As previously stated, the Warrington College of Business Administration (WCBA) has been offering the Master of Arts, with a Major in International Business under the Business Administration umbrella. The enrollment projections are based on average enrollment numbers for the past three years, which appear below:

- 2011 new student enrollment (spring, summer and fall): **121**
- 2012 new student enrollment (spring, summer and fall): **147**
- 2013 new student enrollment (spring, summer and fall): **112**

There is no anticipated shift of students other than from our current Master of Arts with a major in International Business to the new proposed degree (Master of International Business).

- E. Indicate what steps will be taken to achieve a diverse student body in this program. If the proposed program substantially duplicates a program at FAMU or FIU, provide, (in consultation with the affected university), an analysis of how the program might have an impact upon that university's ability to attract students of races different from that which is predominant on their campus in the subject program. The university's Equal Opportunity Officer shall review this section of the proposal and then sign and date in the area below to indicate that the analysis required by this subsection has been reviewed and approved.**

The University of Florida currently has an active program that aims to recruit and retain minority students. These students are also actively mentored and supported during their first year by the University Minority Mentoring Program. To ensure that the race/ethnicity balance holds, we will work actively with the Director of Graduate Minority Programs at the University of Florida, to recruit minority students. Here is a brief summary of their current programs.

The Office of Graduate Minority Programs (OGMP) is a function of the Graduate School dedicated to increasing the number of graduate students who are ethnic/cultural minorities, underrepresented in their field of study, low-income or first-generation college students. OGMP strives to provide currently enrolled and prospective graduate students with programs and services to assist and support the pursuit of a successful graduate education. Below are a few of the programs available through OGMP:

- Campus Visitation Program
  - Every Fall and Spring semester OGMP sponsors the Campus Visitation Program, a two and a half day visitation for prospective students planning to apply for a UF graduate program. OGMP will provide hotel accommodations and reimburse participants for up to \$100 of their travel expenses and for the \$30 UF Application Fee. During the visitation, participants will have the opportunity to meet faculty in the Hough Graduate School of Business and become familiar with the University of Florida.
- Board of Education Fellowship

- Every summer, OGMP selects 30 incoming graduate students to be Board of Education (BOE) Fellows. This 6-week Summer fellowship program is designed as an orientation and preparation for the challenges of graduate education. It also helps students acclimate themselves to the University of Florida. The BOE Fellowship pays for four credits of summer B tuition and awards a \$1,500 stipend. In addition, participants attend Research Methods and Academic Writing courses. Social events and development seminars are also planned.
- Professional Development
  - Three to five times a semester, the Office of Graduate Minority Programs plans professional development workshops. They cover topics such as financial management, selecting a supervisory committee, getting published, and other subjects that can help students succeed in graduate school.
- UF/Santa Fe Faculty Development
  - The UF/Santa Fe Community College ([SFCC](#)) Faculty Development Project is a partnership designed to increase the number of underrepresented doctoral students at UF and minority faculty at SFCC. Students awarded this prestigious graduate assistantship receive an annual stipend, tuition, fee waiver, mentoring, and professional development training at UF and SFCC. Participants are required to fill a teaching, advising, or recruitment & retention role at Santa Fe for the appointed year. Applicants must hold an MS, MA, or equivalent degree with the required number of hours in an appropriate discipline based on SFCC needs. Students must be fully admitted into a doctoral program at UF and meet all SFCC adjunct faculty-hiring criteria.
- Supplemental Tuition Program
  - The OGMP Supplemental Tuition Retention Program is designed to help doctoral students complete their degree program. Students within three semesters of completing their degree, who no longer have funding available through an assistantship or fellowship, are eligible to apply to the program and receive limited tuition assistance for the remaining semesters. Applications are available at the OGMP office or online at the OGMP Supplemental Retention Scholarships page.

The Master of Arts, with a major in International Business program has participated in the OGMP Campus Visitation Program and Graduate School Information Day in the past couple of years. The OGMP programs will supplement the efforts of the program faculty and staff members to recruit, retain and graduate MIB students from underrepresented groups.

#### FIU - Communication Outcomes

We discussed the proposed degree program with Dr. Christos Koulamas, Senior Associate Dean at FIU's College of Business and he has provided his collegial support. Refer to Appendix B for evidence of FIU's collegial support.

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Signature of Equal Opportunity Officer

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Date

### III. Budget

- A. Use Table 2 in Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 3 in Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.) If the university intends to operate the program through continuing education on a cost-recovery basis or market rate, provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate.**

The WCBA has been offering the Master of Arts, with a Major in International Business under the Business Administration umbrella. The current sources of funding will be "reallocated" from the existing program (M.A., with a major in International Business) to the proposed MIB program, thus the new program will not require additional resources.

As can be seen in Table 3, the current funding sources (\$757,448) come from various WCBA departments (e.g. economics, management, finance, information systems and operations management, and marketing), which are funded by State (\$550,148), DOCE (\$145,509) and Foundation (\$61,791) sources.

In Table 2, the total costs for Year 1 (\$757,448) are based on existing faculty salaries and benefits (\$597,919), TEAMS salaries and benefits (\$117,631), USPS salaries and benefits (\$28,073) and Other Personnel Services (\$13,825). The total costs for Year 5 (\$833,193) are anticipated to increase by 10% due to inflation and cost of living adjustments.

Please refer to Table 2 for Projected Costs and Funding Resources and Table 3 for Anticipated Reallocation of Education and General Funds.

- B. If other programs will be impacted by a reallocation of resources for the proposed program, identify the program and provide a justification for reallocating resources. Specifically address the potential negative impacts that implementation of the proposed program will have on related undergraduate programs (i.e., shift in faculty effort, reallocation of instructional resources, reduced enrollment rates, greater use of adjunct faculty and teaching assistants). Explain what steps will be taken to mitigate any such impacts. Also, discuss the potential positive impacts that the proposed program might have on related undergraduate programs (i.e., increased undergraduate research opportunities, improved quality of instruction associated with cutting-edge research, improved labs and library resources).**

The current sources of funding will be "reallocated" from the existing program (M.A., with a major in International Business) to the new proposed program, thus other programs will not be impacted by the reallocation.

- C. Describe other potential impacts on related programs or departments (e.g., increased need for general education or common prerequisite courses, or increased need for required or elective courses outside of the proposed major).**

The WCBA has been offering the Master of Arts, with a Major in International Business under the Business Administration umbrella. There are no anticipated potential impacts on related programs or departments from the implementation of a stand-alone degree program.



- D. Describe what steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution (businesses, industrial organizations, governmental entities, etc.). Describe the external resources that appear to be available to support the proposed program.**

In 2012, the WCBA secured approximately \$19.9 million from Entrepreneurial Programs, \$2.2 million from Contracts & Gifts, and \$6.3 million from Endowments & Gifts.

The WCBA has secured endowments and gifts specifically to benefit the M.A., with a Major in International Business program. In 2012-13, the international business program received \$115,000 for scholarships and \$65,000 for program enhancements. The WCBA will continue to seek external funding resources.

#### **IV. Projected Benefit of the Program to the University, Local Community, and State**

**Use information from Tables 1 and 2 in Appendix A, and the supporting narrative for “Need and Demand” to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.**

By enhancing students’ global business competence, the Master of International Business program will have a positive impact at all levels (university, local, and state) by producing well-qualified, professional business people and future leaders to meet the workforce demand. The University of Florida and State of Florida will benefit from having a program that supports their strategic goals. The Office of the President published *A Strategic Work Plan for the University of Florida in 2007*, which identified internationalization as one of the strategies for maximum impact. The goal is to “enhance existing and develop new programs to promote international research, teaching, and study abroad and exchange programs.” The Board of Governors (BOG), State University System of Florida (SUS) Strategic Plan for 2005-2013, identified “Economic Development: Globalization” and “Economic Development: Regional Workforce Needs” as priority goals.

#### **V. Access and Articulation – Bachelor’s Degrees Only**

- A. If the total number of credit hours to earn a degree exceeds 120, provide a justification for an exception to the policy of a 120 maximum and submit a separate request to the Board of Governors for an exception along with notification of the program’s approval. (See criteria in Board of Governors Regulation 6C-8.014)**

N/A

- B. List program prerequisites and provide assurance that they are the same as the approved common prerequisites for other such degree programs within the SUS (see the [Common Prerequisite Manual](#) at FACTS.org). The courses in the Common Prerequisite Counseling Manual are intended to be those that are required of both native and transfer students prior to entrance to the major program, not simply lower-level courses that are required prior to graduation. The common prerequisites and substitute courses are mandatory for all institution programs listed, and must be approved by the Articulation Coordinating Committee (ACC). This requirement includes those programs designated as “limited access.”**

If the proposed prerequisites are not listed in the Manual, provide a rationale for a request for exception to the policy of common prerequisites. NOTE: Typically, all lower-division courses required for admission into the major will be considered prerequisites. The curriculum can require lower-division courses that are not prerequisites for admission into the major, as long as those courses are built into the curriculum for the upper-level 60 credit hours. If there are already common prerequisites for other degree programs with the same proposed CIP, every effort must be made to utilize the previously approved prerequisites instead of recommending an additional "track" of prerequisites for that CIP. Additional tracks may not be approved by the ACC, thereby holding up the full approval of the degree program. Programs will not be entered into the State University System Inventory until any exceptions to the approved common prerequisites are approved by the ACC.

N/A

- C. If the university intends to seek formal Limited Access status for the proposed program, provide a rationale that includes an analysis of diversity issues with respect to such a designation. Explain how the university will ensure that community college transfer students are not disadvantaged by the Limited Access status. NOTE: The policy and criteria for Limited Access are identified in Board of Governors Regulation 6C-8.013. Submit the Limited Access Program Request form along with this document.

N/A

- D. If the proposed program is an AS-to-BS capstone, ensure that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as set forth in Rule 6A-10.024 (see [Statewide Articulation Manual](#) at FACTS.org). List the prerequisites, if any, including the specific AS degrees which may transfer into the program.

N/A

## INSTITUTIONAL READINESS

### VI. Related Institutional Mission and Strength

- A. Describe how the goals of the proposed program relate to the institutional mission statement as contained in the SUS Strategic Plan and the University Strategic Plan.

The proposed degree seeks to enhance students' global business competence to produce well-qualified, professional business people and future leaders.

According to the SUS Strategic Plan, "Economic Development: Globalization is more of an overarching concept found in the various reports reviewed, rather than a specific industry or occupational area. Degree programs that assist in making the SUS globally competitive can be found throughout the system across many disciplines, especially within the sciences, engineering, and information technology programs. However, **there are programs that directly support globalization** through program graduates and focused research. Some of these programs have an international focus, such as international affairs, **international business**, international construction, international law, etc. Area studies and foreign language programs that focus on critical trade partners or foreign competitors would also fall under the broad umbrella of increasing globalization."

The Office of the President published A Strategic Work Plan for the University of Florida in 2007, which identified internationalization as one of the strategies for maximum impact. The

goal is to “enhance existing and develop new programs to promote international research, teaching, and study abroad and exchange programs.”

The University’s strategic plan emphasizes, “The University’s recognition and success depend heavily on the quality of its graduate programs. Graduate and professional students represent the next generation of scholars, practitioners and entrepreneurs who will advance the frontiers of knowledge, develop new technologies, help promote economic growth and provide vital services to this state, the nation and the world.” The proposed program aims at making significant contributions to the realization of these strategic objectives.

**B. Describe how the proposed program specifically relates to existing institutional strengths, such as programs of emphasis, other academic programs, and/or institutes and centers.**

The proposed program will benefit from the Warrington College of Business Administration’s (WCBA) existing institutional strengths in business education and international programs. The WCBA’s strength in business education is not only evidenced by the AACSB accreditation, but also by the WCBA’s reputation and performance in business education rankings (see below). Students in the proposed program will be taught by the WCBA’s exceptional faculty and will share elective courses with other highly-ranked WCBA programs (e.g. MBA and M.S. in Finance).

#### WCBA Rankings

- The Hough Graduate School of Business at the Warrington College of Business Administration ranked 15th among U.S. public business schools in U.S. News & World Report’s “Best Graduate Schools 2014”.

**U.S. News & World Report “Best Graduate Schools” 2014**

	Overall	Among Publics
Overall	36	15
Part-time MBA	24 (tied)	15 (tied)
Marketing	18 (tied)	8 (tied)

**Eduniversal’s Best Masters Rankings 2012/2013**

	North America	Among U.S. Publics
Accounting	20	9
Economics	38	10
Information Systems	29	17
International Business	16	4
Management	19	4
Marketing	21	9
Executive MBA	31	13
Full-Time MBA	34	10

The WCBA is a leader in international business education and research. The WCBA has established reciprocal exchange agreements with more than 40 foreign universities, providing students with a variety of foreign study opportunities.

The WCBA provides support and funding to the following centers:

Center for International Business Education and Research (CIBER) - CIBERs are funded by the U.S. Department of Education to promote education, research and business outreach activities that enhance international business in university programs and contribute to sustaining and improving the competitiveness of American firms in global markets. The University of Florida is one of 33 prestigious universities to house a CIBER. As part of a national network, CIBER is a resource for businesses, educators and students.

Center for International Economics and Business Studies (CIEBS) - CIEBS seeks to expand knowledge of and appreciation for the global business environment by faculty and students of the Warrington College of Business Administration and the broader University of Florida through interactions with foreign students and faculty members, research on the international dimensions of the various functional areas, and opportunities to travel and work abroad.

- C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology (table) of activities, listing both university personnel directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.**

Insert response here.

#### Planning Process

Date	Participants	Planning Activity
6/1/13	Ana Portocarrero, Director, M.A. with a major in International Business program  Dr. S. Selcuk Erenguc, Senior Associate Dean and Director, Hough Graduate School of Business	Meet with Provost's Office to review the degree proposal requirements
7/1/13 – 8/31/13	Ana Portocarrero, Director, M.A. with a major in International Business program  Dr. S. Selcuk Erenguc, Senior Associate Dean and Director, Hough Graduate School of Business	Gather data and write the proposal, contact FAU and FIU to discuss impact on their programs and opportunities for collaboration
9/01/13	College Master's Committee	Prepare proposal and make revisions, if necessary.
9/04/13	College Faculty	Prepare proposal and make revisions, if necessary.
09/19/13	Graduate Council	Prepare proposal and make revisions, if necessary.
TBD	University Senate	Prepare proposal and make revisions, if necessary.
March 2014	Board of Trustees	Prepare proposal and make revisions, if necessary.

**Events Leading to Implementation**

Date	Implementation Activity
After proposal is approved	Update degree listing in the UF Graduate Catalog
After proposal is approved	Revise existing program information website with new Master of International Business degree information
After proposal is approved	Revise existing program marketing materials with new Master of International Business degree information

**VII. Program Quality Indicators - Reviews and Accreditation**

**Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations.**

The proposed program will follow the WCBA's plan for achieving excellence. The WCBA is accredited by the Association to Advance Collegiate Schools of Business (AACSB). The WCBA has maintained accreditation since 1929. During the last accreditation visit in 2009, there were no recommendations for changes to the existing programs. The next maintenance of accreditation visit is scheduled for February 2014. The WCBA AACSB accreditation committee is scheduled to complete the *Fifth Year Maintenance Report* in Fall 2013. Dr. John Kraft, Dean of the WCBA, has been named to an AACSB International Blue Ribbon Committee designed to revise the standards of management education.

AACSB requires that faculty have a deep involvement in the process of assuring that students in our programs are learning. Data collected is analyzed by program committees and used to fuel conversations on continuous improvement.

The AACSB standards for assurance of learning have two foundational goals: accountability and continuous improvement.

The specific language of the standard is as follows:

- "The school uses a well-documented, systematic process to develop, monitor, evaluate, and revise the substance and delivery of the curricula of degree programs and assesses the impact of the curricula on learning."
- The assurance of learning standards also state that "faculty should have ownership of, and a deep involvement in, assurance of learning." As such, four faculty members have been assigned as "Assurance of Learning Faculty Leads" to cover the College's degree programs.

**VIII. Curriculum**

- Describe the specific expected student learning outcomes associated with the proposed program. If a bachelor's degree program, include a web link to the Academic Learning Compact or include the document itself as an appendix.**

Student Learning Outcome (SLO) Type	SLO #	Student Learning Outcome (SLO)	Assessment Method
Knowledge	1	Analyze the nature of competition and macro-environmental changes, and the effect of these elements to evaluate claims in a specialized industry.	The MAN 6XXX Non-Thesis Capstone Project is required for all students completing the program and is supervised by Dean John Kraft. Students will select a global company and analyze the company using a series of questions in three strategic module assignments. Explicit questions in the strategic module assignments are designed to help students define the company, analyze the industry in which it operates, perform an internal analysis of the company/division, and define the strategies and company organization. The project supervisor will score key questions utilizing a defined rubric.
Skills	2	Apply knowledge of strategies used for the multinational corporation to analyze and make recommendations for future growth and direction.	The MAN 6XXX Non-Thesis Capstone Project is required for all students completing the program and is supervised by Dean John Kraft. Students will select a global company and analyze the company using a series of questions in three strategic module assignments. Explicit questions in the strategic module assignments are designed to help students define the company, analyze the industry in which it operates, perform an internal analysis of the company/division, and define the strategies and company organization. The project supervisor will score key questions utilizing a defined rubric.
Skills	3	Understand and identify cultural and business issues that impact organizations in a foreign environment.	The mandatory GEB6930 Special Topics (Global Immersion Experience) is designed to provide students with a brief, but intensive international immersion experience. Through assignments, lectures and visits to businesses and governmental organizations, students will gain an understanding of the country's business environment and how it has been influenced by political, cultural, and historical factors. Prior to the trip, students will attend pre-departure sessions led by faculty leaders to provide them with an overview of the country and program itinerary. The faculty leader will score the post-trip assignment using a defined rubric.

Professional Behavior	4	Write business documents clearly, concisely, and analytically	The executive summary assignment in GEB 5212 Professional Writing in Business requires students to extract the most salient and persuasive ideas from a Harvard Business Review management article. Students must refine and focus information to promote action in this document. They need to select and present information clearly, concisely, and coherently according to the reader's needs and goals and the business context. The written summaries are assessed using a rubric.
Professional Behavior	5	Speak in groups and in public clearly, concisely, and analytically, with appropriate use of visual aids.	The persuasive presentation assignment in GEB 5215 Professional Communication in Business requires students to deliver and structure an internal business presentation that persuades the audience to adopt the presenter's proposal or recommendation. Students must determine the purposes for presenting, analyze the audience, and use appropriate and compelling information that is logically structured. They need to use well-constructed PowerPoint slides and demonstrate a number of delivery skills. The presentations are assessed using a rubric.
Professional Behavior	6	Demonstrate ability in languages other than English	The MIB Program office will gather information on each student admitted to the program.

**B. Describe the admission standards and graduation requirements for the program.**

**Admission Standards**

The admission and application requirements, as well as favorable candidate qualities are listed below.

**Minimum Requirements**

- U.S. bachelor's degree (or equivalent) from an accredited institution
- Business major or minor
- 3.0 upper division undergraduate GPA
- Strong score in Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE)
- No professional work experience required

**Favorable Candidate Qualities:**

- Bi- or multi-lingual
- International background

- Internship or work experience
- Campus and community involvement

#### Application Materials

- Application
- Statement of Purpose
- Resume
- Two Letters of Recommendation
- Official Transcripts
- Official GRE/GMAT Scores
  - GMAT: 465 minimum requirement; “good” range 550-620
  - GRE: no minimum requirement; “good” range 302-308
- Official TOEFL/IELTS Score (English Language Proficiency Exam) – International Applications Only. Non-US and Puerto Rican applicants must have at least a 320 verbal GRE score and at least the required minimum score for one of these English language tests:
  - International English Language Testing System (IELTS) - minimum score: 6
  - Michigan English Language Assessment Battery (MELAB) - minimum score: 77
  - Test of English as a Foreign Language (TOEFL) –minimum score: 213 computer-based; 80 internet-based; or 550 paper-based

Applicants will be considered based on individual experiences and skills. Meeting the minimum requirements does not guarantee admission.

The program office will gather information on each student admitted to the program. We will target 50% of our admissions as students with foreign language proficiency or who have lived or studied outside their home country for a minimum period of 10 weeks.

#### Graduation Requirements

Students must complete the 30-credit curriculum, which consists of 14 core credits and 16 elective credits with a grade point average (major and overall) of 3.0 or higher. Refer to curriculum requirements below.

In addition, students must:

- Apply to graduate by the UF degree application deadline
- Have no unresolved grades (I\*,N\*, I and NG)
- Meet UF Graduate School’s final term registration requirement (minimum 2 credits)
- Not take more than 50% of courses as pass/fail (S/U)

- C. Describe the curricular framework for the proposed program, including number of credit hours and composition of required core courses, restricted electives, unrestricted electives, thesis requirements, and dissertation requirements. Identify the total numbers of semester credit hours for the degree.**

The Master of International Business (MIB) program is a non-thesis interdisciplinary graduate business program designed to enhance a student’s knowledge and understanding of global business trends and problems. The curriculum consists of 30 credit hours (14 core credits and 16 elective credits), including a mandatory global immersion experience and a non-thesis capstone project. The flexibility in the curriculum allows students to earn elective credits at UF and/or



abroad. Students are strongly encouraged to participate in foreign exchange/study abroad programs at one of the WCBA's foreign exchange partner universities. Students are permitted to take up to 9 graduate-level credits outside of the business discipline.

The mandatory GEB6930 Global Immersion Experience is designed to provide students with a brief, but intensive international immersion experience. Through lectures and visits to businesses and governmental organizations, students will gain an understanding of the country's business environment and how it has been influenced by political, cultural, and historical factors.

The MAN 6XXX Non-Thesis Capstone Project is required for all students completing the program and is supervised by Dr. John Kraft, Dean of the Warrington College of Business Administration. Students will select a global company and analyze the company using a series of questions in three strategic module assignments. Explicit questions in the strategic module assignments are designed to help students define the company, analyze the industry in which it operates, perform an internal analysis of the company/division, and define the strategies and company organization. The project will result in the development of a case study of the company. The questions will map to specific learning goals of the MIB program.

The proposed program can be completed in approximately one year. The total numbers of semester credit hours appear below:

- Spring start option: Spring (16 credits), Summer (0), Fall (14 credits)
- Summer start option: Summer (6 credits), Fall (12), Spring (12 credits)
- Fall start option: Fall (16), Spring (14 credits)

**D. Provide a sequenced course of study for all majors, concentrations, or areas of emphasis within the proposed program.**

**Summer Start Course of Study**

<b>TERM</b>	<b>COURSE</b>	<b>CREDITS</b>
<b>Summer B</b> <i>(late June - early August)</i>	GEB5212 Professional Writing in Business	1
	GEB5215 Professional Communication in Business	1
	GEB6366 Fundamentals of International Business	2
	MAN6636 Global Strategic Management	2
	<i>Begin working on MIB Capstone Project in June*</i>	
<b>Fall Module 1</b> <i>(late August - mid-October)</i>	Graduate Business Elective*	2
	Graduate Business Elective*	2
	Graduate Business Elective*	2
<b>Fall Break</b> <i>(mid-October)</i>	GEB6930 Special Topics (Global Immersion Experience)	2
<b>Fall Module 2</b> <i>(mid-October to mid-December)</i>	ECO5715 Open Economy Macroeconomics	2
	FIN6638 International Finance	2
<b>Spring Module 3 &amp; 4</b> <i>(Mod 3: January - early March)</i>  <i>(Mod 4: mid-March - early May)</i>	Graduate Business Elective(s)*	10
	<i>*Average credit load per module is 6 credits (3 classes). *Electives can be completed at UF in Fall &amp; Spring and/or abroad (Spring or Summer). *A maximum of 12 credits can be earned abroad.</i>	
<b>Graduating Term</b>	MAN6XXX Non-Thesis Capstone Project** <i>**Official capstone project registration is in the graduating term even though students begin working on the project in June.</i>	2
<b><u>Total Credit Hours Required for MIB</u></b>		<b><u>30</u></b>

**Fall Start Course of Study**

<b><u>TERM</u></b>	<b><u>COURSE</u></b>	<b><u>CREDITS</u></b>
<b>Fall Module 1</b> <i>(late August - mid-October)</i>	GEB5212 Professional Writing in Business <i>(or GEB5215)</i>	1
	GEB6366 Fundamentals of International Business	2
	MAN6636 Global Strategic Management	2
	Graduate Business Elective*	2
<b>Fall Break</b> <i>(mid-October)</i>	GEB6930 Special Topics (Global Immersion Experience)	2
<b>Fall Module 2</b> <i>(late October - mid-December)</i>	GEB5215 Professional Communication in Business <i>(or GEB5212)</i>	1
	ECO5715 Open Economy Macroeconomics	2
	FIN6638 International Finance	2
	Graduate Business Elective*	2
	<i>Begin working on MIB Capstone Project in December**</i>	
<b>Spring Modules 3 &amp; 4</b> <i>(Mod 3: January - early March)</i>  <i>(Mod 4: mid-March - early May)</i>	Graduate Business Elective(s)*	12
	<i>*Average credit load per module is 6 credits (3 classes). *Electives can be completed at UF and/or abroad in Spring or Summer. *A maximum of 12 credits can be earned abroad.</i>	
<b>Graduating Term</b>	MAN6XXX Non-Thesis Capstone Project** <i>**Official capstone project registration is in the graduating term even though students begin working on the final project in December.</i>	2
<b><u>Total Credit Hours Required for MIB</u></b>		<b><u>30</u></b>

**Spring Start - Course of Study**

<b>TERM</b>	<b>COURSE</b>	<b>CREDITS</b>
<b>Spring Module 3</b> <i>(early January - early March)</i>	GEB5212 Professional Writing in Business	1
	GEB5215 Professional Communication in Business	1
	GEB6366 Fundamentals of International Business	2
	MAN6636 Global Strategic Management	2
<b>Spring Module 4</b> <i>(mid-March to early May)</i>	ECO5715 Open Economy Macroeconomics	2
	FIN6638 International Finance	2
	Graduate Business Elective*	2
<b>Spring "Extended"</b> <i>(early May)</i>	GEB6930 Special Topics (Global Immersion Experience)	2
	<i>Begin working on MIB Capstone Project in June.**</i>	
<b>Summer &amp;/or Fall</b>	Graduate Business Elective(s)* <i>*Average credit load per module is 6 credits (3 classes). *Electives can be taken at UF and/or abroad during Summer or Fall. *A maximum of 12 credits can be earned abroad.</i>	14
<b>Graduating Term</b>	MAN6XXX Non-Thesis Capstone Project** <i>**Official capstone project registration is in the graduating term even though students begin the project in June.</i>	2
<b>Total Credit Hours Required for MIB</b>		<b>30</b>

**E. Provide a one- or two-sentence description of each required or elective course.****Core Courses (14 credits)**

- GEB 5212 Professional Writing in Business - Credits: 1-3, Max: 6; Letter Graded  
Written structure of memoranda, executive summaries, mission statements, marketing and SWOT analyses, product and management structure descriptions, marketing and business plans. Conventions and psychological principles governing reader preferences and assumptions.
- GEB 5215 Professional Communication in Business - Credits: 1-3, Max: 6; Letter Graded  
Balance between descriptive information and application of organizational communication theories and techniques for business and professional speaking.
- GEB 6366 Fundamentals of International Business - Credits: 2; Letter Graded  
Complexities of extending the market to more than a single nation/state. Impact on multinational corporation of different cultures and languages, multiple legal systems, national and global capital markets, foreign exchange, and political issues.
- GEB6930 Special Topics (Global Immersion Experience) - Credits: 1-3, Max: 12; Letter Graded  
Integrative experience in international business through onsite visits to major industries and related governmental and nongovernmental organizations
- MAN 6636 Global Strategic Management - Credits: 2; Letter Graded  
Strategic issues facing global and multinational organizations.

- ECO 5715 Open Economy Macroeconomics – Credits: 2; Letter Graded  
International linkages arising from capital flows and exchange rates as well as comparison on macroeconomic policies and performance across countries. Effect of macroeconomic events on international business environment.
- FIN6638 International Finance – Credits: 2; Letter Graded  
Introduction to markets. Focus on foreign exchange markets, international bond markets, and international equity markets.
- MAN6XXX Non-Thesis Capstone Project – Credits: 1-4, Max: 4; Letter Graded  
Students will select a global company and analyze the company using a series of questions in three strategic module assignments. The project will result in the development of a case study of the company.

**Elective Courses (16 credits) - Examples of electives with an international focus:**

- BUL6852 International Business Law – Credits: 2; Letter Graded  
Legal aspects of managing the international business environment.
- ECP6701 Competitive Strategies in Expanding Markets – Credits: 2; Letter Graded  
Identify and analyze strategies in expanding markets created by technological change and accelerated globalization.
- GEB6930 Special Topics (Doing Business in Asia) – Credits: 1-3, Max:12; Letter Graded  
The course provides a comprehensive overview of culture and management practices in major East and Southeast Asian economies, as well as India and select Arab Emirates whose business activities are closely linked with those of Greater Asia.
- FIN6575 Emerging Markets Finance 1 - Credits: 2; Letter Graded  
This course provides an introduction to the economic and institutional context in which investing and finance occurs in developing countries. The objective is to equip students with the analytical tools and institutional knowledge that will be helpful in understanding emerging financial markets.
- LAS6295 Latin American Business Environment - Credits: 2; Letter Graded  
Examination of the contemporary political economy of Latin America from a business perspective. Analysis of economic, social, political, and cultural factors affecting business and finance in the region.
- MAN6617 International Operations/Logistics - Credits: 2; Letter Graded  
Global delivery/distribution channels, coordinating production/delivery operations in international markets, optimizing use of transportation networks, and designing information/communications systems that span supply chain.
- MAR6157 International Marketing - Credits: 2; Letter Graded  
Analysis and strategies for international environment.
- MAR6930 Special Topics in Marketing (Retail in Emerging Markets) – Credits: 1-4; Max: 16; Letter Graded  
This course will cover retail structure, retail business environments, retailing concepts and strategies applied in emerging markets, and consumer dynamics and trends that are emerging.

- F. For degree programs in the science and technology disciplines, discuss how industry-driven competencies were identified and incorporated into the curriculum and indicate whether any industry advisory council exists to provide input for curriculum development and student assessment.

N/A

- G. For all programs, list the specialized accreditation agencies and learned societies that would be concerned with the proposed program. Will the university seek accreditation for the program if it is available? If not, why? Provide a brief timeline for seeking accreditation, if appropriate.

The WCBA is accredited by the Association to Advance Collegiate Schools of Business (AACSB). The WCBA has maintained accreditation since 1929. During the last accreditation visit in 2009, there were no recommendations for changes to the existing programs. The next maintenance of accreditation visit is scheduled for February 2014. Below you will find the Master of Arts, with a major in International Business Assurance of Learning Review Process Timeline.

<b>MAIB Assurance of Learning Review Process</b>																			
GOALS & OBJECTIVES	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14	Su '14	F '14	Sp '15	Su '15	F '15
MAIB AOL Committee Review of Learning Goals & Objectives		X						X						X					
DATA COLLECTION	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14	Su '14	F '14	Sp '15	Su '15	F '15
Selection				X			X			X			X			X			X
GEB5215 Professional Communication						X		X	X		X	X		X	X		X	X	
GEB5212 Writing			X			X		X	X		X	X		X	X		X	X	
MAN6973 Project				X		X	X		X	X		X	X		X	X		X	X
MAN6958 International Study Tour				X			X			X			X			X			X
DATA ANALYSIS	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14	Su '14	F '14	Sp '15	Su '15	F '15
MAIB AOL Committee reviews selection, communication, tour and project data					X			X			X			X			X		
CURRICULUM ADJUSTMENTS	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14	Su '14	F '14	Sp '15	Su '15	F '15
Curriculum and/or Course Adjustments Submitted for Upcoming Catalog Year								X			X			X			X		
ADJUSTMENTS IMPLEMENTED	F '09	Sp '10	Su '10	F '10	Sp '11	Su '11	F '11	Sp '12	Su '12	F '12	Sp '13	Su '13	F '13	Sp '14	Su '14	F '14	Sp '15	Su '15	F '15
Curriculum and/or Course Adjustments Implemented										X			X			X			X

LAST UPDATED February 16, 2011  
Gray denotes accreditation visit.

- H. For doctoral programs, list the accreditation agencies and learned societies that would be concerned with corresponding bachelor's or master's programs associated with the proposed program. Are the programs accredited? If not, why?

N/A

- I. Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system will require specialized services or greater than normal financial support, include projected costs in Table 2 in Appendix A. Provide a narrative describing the feasibility of delivering the proposed

program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.

The program will be traditional and delivered on main campus.

#### **IX. Faculty Participation**

- A. Use Table 4 in Appendix A to identify existing and anticipated ranked (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).**

Please refer to Table 4.

- B. Use Table 2 in Appendix A to display the costs and associated funding resources for existing and anticipated ranked faculty (as identified in Table 2 in Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.**

The WCBA has been offering the Master of Arts, with a Major in International Business under the Business Administration umbrella. The current sources of funding will be “reallocated” from the existing program (M.A., with a major in International Business) to the proposed MIB program, thus the new program will not require additional resources.

As can be seen in Table 3, the current funding sources (\$757,448) come from various WCBA departments (e.g. economics, management, finance, information systems and operations management, and marketing), which are funded by State (\$550,148), DOCE (\$145,509) and Foundation (\$61,791) sources.

In Table 2, the total costs for Year 1 (\$757,448) are based on existing faculty salaries and benefits (\$597,919), TEAMS salaries and benefits (\$117,631), USPS salaries and benefits (\$28,073) and Other Personnel Services (\$13,825). The total costs for Year 5 (\$833,193) are anticipated to increase by 10% due to inflation and cost living adjustments.

- C. Provide in the appendices the curriculum vitae (CV) for each existing faculty member (do not include information for visiting or adjunct faculty).**

Refer to Appendix C

- D. Provide evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service. Such evidence may include trends over time for average course load, FTE productivity, student HC in major or service courses, degrees granted, external funding attracted, as well as qualitative indicators of excellence.**

Since the Master of International Business is an interdisciplinary degree, it is best represented by evidence of the WCBA’s productivity, research and service. Faculty members teaching core and elective courses are affiliated with various WCBA departments, including Economics, Finance, Management, Marketing, and Information Systems and Operations Management.

## - FACULTY COMPARISON ACROSS PEER GROUP -

												
<b>Total Faculty</b>	107*	124	198	154	151	137	111	122	128	148	100	97
<b>Degrees</b>	2,238	1,414	2,293	1,185	1,206	1,482	941	1,892	1,859	1,996	875	855
Undg	1,162**	685	1,445	936	335	1,039	356	1,483	1,705	1,067	673	615
MBA	527	181	602	146	770	246	453	293	118	580	190	120
Sp Masters	538	535	227	78	86	189	120	115	23	329		103
Ph.D.	11	13	19	25	15	8	12	1	13	20	12	17
<b>Degrees/Faculty</b>	21	11	12	8	8	11	8	16	15	13	9	9
<b>Op Budget</b>	61,698,388	73,395,400	124,530,620	68,423,926	117,656,233	38,330,488	68,891,000	66,068,905	44,992,999	84,635,325	50,590,000	62,830,494
<b>Endowment</b>	152,493,495	74,773,100	131,838,375	40,695,191	364,547,840	65,178,888	141,776,859	122,282,677	77,082,243	230,433,508	100,973,580	180,000,000

\* Includes Economics Department with 16 faculty; no other b-school listed in this comparison has an Economics Department within their b-school  
 \*\* Includes 67 BS-Eco degrees in b-school

Source: AACSB (as of June 30, 2011)

## - WARRINGTON DEGREES 2002-2012





## - ENROLLMENT IN MASTERS PROGRAMS -

In-Residence Masters Programs	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012(est)
MBA	299	313	224	121	110	134	131	100	115	140	136	140	140	120	113
Macc	248	202	179	203	221	196	242	235	181	184	211	229	235	218	210
MS-ISOM	84	142	153	150	143	141	105	120	151	145	140	147	208	230	307
MS-Man	0	0	88	82	65	74	97	112	92	144	161	159	125	145	183
MA-Int Bus	0	0	51	63	55	56	74	93	89	117	163	141	180	168	208
MS-Fin	0	0	0	22	25	18	32	25	30	38	41	46	48	54	53
MS-Real Est.	15	24	28	27	27	22	28	36	29	32	30	30	25	22	30
MS- Ent.	0	0	0	0	0	0	0	5	21	20	36	34	38	35	31
<b>Total Spec. Masters</b>	<b>347</b>	<b>368</b>	<b>499</b>	<b>547</b>	<b>536</b>	<b>507</b>	<b>578</b>	<b>626</b>	<b>593</b>	<b>680</b>	<b>782</b>	<b>786</b>	<b>859</b>	<b>872</b>	<b>1022</b>
<b>Total In-residence</b>	<b>646</b>	<b>681</b>	<b>723</b>	<b>668</b>	<b>646</b>	<b>641</b>	<b>709</b>	<b>726</b>	<b>708</b>	<b>820</b>	<b>918</b>	<b>926</b>	<b>999</b>	<b>992</b>	<b>1135</b>
<b>Exec &amp; Professional MBA</b>	<b>118</b>	<b>156</b>	<b>231</b>	<b>304</b>	<b>381</b>	<b>438</b>	<b>538</b>	<b>660</b>	<b>708</b>	<b>829</b>	<b>817</b>	<b>800</b>	<b>790</b>	<b>764</b>	<b>800</b>
<b>Total Masters</b>	<b>764</b>	<b>837</b>	<b>954</b>	<b>972</b>	<b>1027</b>	<b>1079</b>	<b>1247</b>	<b>1386</b>	<b>1416</b>	<b>1649</b>	<b>1735</b>	<b>1726</b>	<b>1789</b>	<b>1756</b>	<b>1935</b>

## Student Credit Hours (SCH) and Enrollment by Term, Department and Level

### - SCH AND ENROLLMENT BY TERM, DEPARTMENT, AND LEVEL -

Department	CourseLevel	SUM OF FUNDED SCH			
		Summer 2011	Fall 2011	Spring 2012	Total
DEAN	GRAD	4	205	382	591
	LOWER	2	6	4	12
	UPPER	952	1,400	1,218	3,570
<b>DEAN Total</b>		<b>958</b>	<b>1,611</b>	<b>1,604</b>	<b>4,173</b>
CMC	GRAD	391	310	386	1,087
	UPPER	-	1,353	1,344	2,697
<b>CMC Total</b>		<b>391</b>	<b>1,663</b>	<b>1,730</b>	<b>3,784</b>
ES	GRAD	79	884	604	1,567
	LOWER	2,284	8,032	8,120	18,436
	T/D	43	60	57	160
	UPPER	252	3,570	3,880	7,702
<b>ES Total</b>		<b>2,658</b>	<b>12,546</b>	<b>12,661</b>	<b>27,865</b>
ENT	GRAD	314	590	778	1,682
	UPPER	700	2,156	3,100	5,956
<b>ENT Total</b>		<b>1,014</b>	<b>2,746</b>	<b>3,878</b>	<b>7,638</b>
FIRE	GRAD	451	1,831	1,860	4,142
	T/D	30	9	80	119
	UPPER	2,106	5,588	4,551	12,245
<b>FIRE Total</b>		<b>2,587</b>	<b>7,428</b>	<b>6,491</b>	<b>16,506</b>
FSOA	GRAD	360	2,322	1,725	4,407
	LOWER	1,920	4,300	4,224	10,444
	T/D	12	3	12	27
	UPPER	314	1,628	1,749	3,691
<b>FSOA Total</b>		<b>2,606</b>	<b>8,253</b>	<b>7,710</b>	<b>18,569</b>
ISOM	GRAD	222	2,537	2,086	4,845
	T/D	12	-	6	18
	UPPER	608	4,902	6,350	11,860
<b>ISOM Total</b>		<b>842</b>	<b>7,439</b>	<b>8,442</b>	<b>16,723</b>
MGT	GRAD	677	1,336	1,685	3,698
	T/D	16	26	22	64
	UPPER	1,981	7,508	7,469	16,958
<b>MGT Total</b>		<b>2,674</b>	<b>8,870</b>	<b>9,176</b>	<b>20,720</b>
MKG	GRAD	93	587	521	1,201
	LOWER	9	172	125	306
	T/D	9	3	9	21
	UPPER	2,478	6,099	5,047	13,624
<b>MKG Total</b>		<b>2,589</b>	<b>6,861</b>	<b>5,702</b>	<b>15,152</b>
<b>Grand Total</b>		<b>16,319</b>	<b>57,417</b>	<b>57,394</b>	<b>131,130</b>

## X. Non-Faculty Resources

- A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5. Provide the total number of volumes and serials available in this discipline and related fields. List major journals that are available to the university's students. Include a signed statement from the Library Director that this subsection and subsection B have been reviewed and approved.

### **Business Library 2.0:** <http://businesslibrary.uflib.ufl.edu/>

The heart of the modern academic business library is its electronic collections. The University of Florida Business Library's subscriptions to business databases, electronic journals, and electronic books compare very favorably with the top ten graduate business programs in public universities as ranked by U.S. News & World Report. What sets UF's Virtual Business Library apart is the easy access it provides to more than 100 business-related databases and the most highly cited research journals. The business library is organized into a series of specially designed guides that make it simple for students and faculty to find and directly access relevant information sources across the curriculum and research agenda. Step-by-step tutorials guide users through the information maze to help them find and combine the most relevant resources. A new question-and-answer service draws on a developing knowledge base to answer unique as well as frequently asked questions. The library subscribes to more than 1,000 scholarly, peer-reviewed journals in the Warrington's doctoral disciplines including all of the core research journals in each field. Total volumes number in the tens of thousands, most of which are online. Core collections of academic research journals and books are referred to by students, researchers, and professional around the world. The Virtual Business Library is valued by many users across campus including The Health Sciences, Law, Engineering, the Office of Technology Licensing, and the Foundation. Total expenditures from all sources exceed \$1,000,000 per year.

### **International Business**

The Business Library's International Business Center provides instant access to premier business databases covering international economics, finance, management, marketing, and global business. ABI/INFORM, Business Source Premier, Factiva and LexisNexis have the full-text of tens of thousands of the highest quality business periodicals ranging from general sources such as Business Week, Fortune Forbes, The Economist, and The Wall Street Journal, to leading professional and trade journals and all of the most important academic journals including the *Harvard Business Review*, the *Journal of International Business Studies*, the *British journal of Management*, the *International Economic Review*, the *Journal of International Marketing*, the *International Journal of Accounting*, the *Journal of World Business*, and many more. Euromonitor's *Passport GMID* offers in-depth market research reports, company profiles, country reports, consumer lifestyle information, and market data for almost every country in the world. *MarketLine Advantage* has country and country reports and more than 3,000 industry reports for foreign markets. *EIU.com* is the signature country intelligence service used by major multinationals and international institutions such as the World Bank and the International Monetary Fund. *Hoovers*, *OneSource* and *ThomsonOne* cover major international companies in-depth including downloadable financials. The International Business Tutorial outlines a ten-step process for learning how to do international business research. It is a fair statement to say that Warrington's MIB students have better access to international business information than almost anyone in the private sector.

- B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 3 in Appendix A.

At this time, there are no plans to add additional resources specifically for the proposed program.

---

**Signature of Library Director**  
Judy Russell ([judruss@uflib.ufl.edu](mailto:judruss@uflib.ufl.edu))

---

**Date**

- C. Describe classroom, teaching laboratory, research laboratory, office, and other types of space that are necessary and currently available to implement the proposed program through Year 5.**

The WCBA has been offering the Master of Arts, with a Major in International Business under the Business Administration umbrella. The existing program is housed in William R. Hough Hall (Hough Hall). At Hough Hall, students have access state-of-the-art classrooms, as well as program offices, breakout rooms, student lounges and lockers. All of the classrooms are equipped with modern instructional technology and tiered for case-study style presentations. In addition, students in Hough Hall have access to Graduate Business Career Services and the Financial Markets Laboratory, which allows students to gain hands-on experience using Bloomberg terminals and a wide spectrum of real business applications. The proposed program would have access to the same classrooms, program offices, breakout rooms, student lounges and lockers as the existing Master of Arts, with a Major International Business degree.

- D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 2 in Appendix A. Do not include costs for new construction because that information should be provided in response to X (J) below.**

No new resources needed.

- E. Describe specialized equipment that is currently available to implement the proposed program through Year 5. Focus primarily on instructional and research requirements.**

No specialized equipment needed. No additional resources needed.

- F. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 2 in Appendix A.**

No additional specialized equipment needed.

- G. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 2 in Appendix A.**

No new resources needed.

- H. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 2 in Appendix A.**

The WCBA has secured endowments and gifts specifically to benefit the M.A., with a Major in

International Business program. The proposed MIB program would receive approximately \$60,000 for scholarships and \$60,000 for program enhancements annually. At this time, there are no plans to offer fellowships or graduate assistantships.

**I. Describe currently available sites for internship and practicum experiences, if appropriate to the program. Describe plans to seek additional sites in Years 1 through 5.**

Students are strongly encouraged to gain internship experience. Students can use the resources at the University of Florida Career Resource Center and at the Graduate Business Career Services (GBCS) office to search for job and internship opportunities. The GBCS team is responsible for corporate relations, career fairs, and professional development activities designed to provide students with internship and job opportunities.

**J. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. Table 2 in Appendix A includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.**

No new expenditures needed.

**APPENDIX A**  
**TABLE 1-B**  
**PROJECTED HEADCOUNT FROM POTENTIAL SOURCES**  
**(Graduate Degree Program)**

Source of Students (Non-duplicated headcount in any given year)*	Year 1		Year 2		Year 3		Year 4		Year 5	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Individuals drawn from agencies/industries in your service area (e.g., older returning students)	0	0	0	0	0	0	0	0	0	0
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	80	60	80	60	80	60	80	60	80	60
Individuals who graduated from preceding degree programs at other Florida public universities	5	3.75	5	3.75	5	3.75	5	3.75	5	3.75
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	0	0	0	0	0	0	0	0
Additional in-state residents***	0	0	0	0	0	0	0	0	0	0
Additional out-of-state residents***	0	0	0	0	0	0	0	0	0	0
Additional foreign residents***	45	33.75	45	33.75	45	33.75	45	33.75	45	33.75
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>130</b>	<b>97.5</b>	<b>130</b>	<b>97.5</b>	<b>130</b>	<b>97.5</b>	<b>130</b>	<b>97.5</b>	<b>130</b>	<b>97.5</b>

\* List projected annual headcount of students enrolled in the degree program. List projected yearly cumulative ENROLLMENTS instead of admissions.

\*\* If numbers appear in this category, they should go DOWN in later years.

\*\*\* Do not include individuals counted in any PRIOR category in a given COLUMN.

## APPENDIX A

### TABLE 2 PROJECTED COSTS AND FUNDING SOURCES

Instruction & Research Costs (non-cumulative)	Year 1							Year 5					
	Funding Source						Subtotal E&G, Auxiliary, and C&G	Funding Source					Subtotal E&G, Auxiliary, and C&G
	Reallocated Base* (E&G)	Enrollment Growth (E&G)	Other New Recurring (E&G)	New Non- Recurring (E&G)	Contracts & Grants (C&G)	Auxiliary Funds		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	Auxiliary Funds	
Faculty Salaries and Benefits	597,919	0	0	0	0	0	\$597,919	657,711	0	0	0	0	\$657,711
TEAMS Salaries and Benefits	117,631	0	0	0	0	0	\$117,631	129,394	0	0	0	0	\$129,394
USPS Salaries and Benefits	28,073	0	0	0	0	0	\$28,073	30,880	0	0	0	0	\$30,880
Other Personnel Services	13,825	0	0	0	0	0	\$13,825	15,208	0	0	0	0	\$15,208
Assistantships & Fellowships	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Library	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Expenses	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Operating Capital Outlay	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Special Categories	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
<b>Total Costs</b>	<b>\$757,448</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$757,448</b>	<b>\$833,193</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$833,193</b>

\*Identify reallocation sources in Table 3.

\*\*Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "other new recurring") from Years 1-4 that continue into Year 5.

\*\*\*Identify if non-recurring.

#### Faculty and Staff Summary

Total Positions	Year 1	Year 5
Faculty (person-years)	3.14	3.14
Teams (FTE)	1.5	1.5
USPS (FTE)	0.5	0.5

#### Calculated Cost per Student FTE

	Year 1	Year 5
Total E&G Funding	\$757,448	\$833,193
Annual Student FTE	97.5	97.5
E&G Cost per FTE	\$7,769	\$8,546

## APPENDIX A

**TABLE 3  
ANTICIPATED REALLOCATION OF EDUCATION & GENERAL FUNDS\***

Program and/or E&G account from which current funds will be reallocated during Year 1	Base before reallocation	Amount to be reallocated	Base after reallocation
Example: 555-555 World exploration fund (example)	0	0	\$0
STATE:			\$0
17010100-101-1100	32,164	32,164	
17010200-101-1100	105,646	105,646	
17020100-101-1100	157,839	157,839	
17050100-101-1100	64,314	64,314	
17060100-101-1100	106,112	106,112	
17070100-101-1100	37,385	37,385	
17080100-101-1100	46,688	46,688	
DOCE			\$0
17200300-143-7800-52D5115	123,907	123,907	
17010200-143-7800-52D5137	21,602	21,602	
Foundation: 17010100-171-1100-F13554	61,791	61,791	\$0
<b>Totals</b>	\$757,448	\$757,448	\$0

\* If not reallocating funds, please submit a zeroed Table 3

## APPENDIX A

**TABLE 4  
ANTICIPATED FACULTY PARTICIPATION**

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
A	Linda Clarke, Ph.D. Management	Lecturer	Non-Tenure accruing	Fall 2014	9	0.75	0.48	0.36	9	0.75	0.48	0.36
B	Sze-Chi Chen Management	Assistant Prof.	Tenure accruing	Fall 2014	9	0.75	0.32	0.24	9	0.75	0.32	0.24
A	Dorothy McCawley, Ph.D. Communication	Lecturer	Non-Tenure accruing	Fall 2014	12	1.00	0.32	0.32	9	1.00	0.32	0.32
A	Sean Limon, Ph.D. Communication	Lecturer	Non-Tenure accruing	Fall 2014	12	1.00	0.32	0.32	9	1.00	0.32	0.32
A	Doug Waldo, Ph.D. Economics	Associate Prof.	Tenured	Fall 2014	9	0.75	0.24	0.18	9	0.75	0.24	0.18
A	Brian Gendreau, Ph.D. Finance	Professor	Non-Tenure accruing	Fall 2014	9	0.75	0.32	0.24	9	0.75	0.32	0.24
A	Andy Naranjo, Ph.D. Finance	Associate Prof.	Tenured	Fall 2014	9	0.75	0.32	0.24	9	0.75	0.32	0.24
A	John Kraft, Ph.D. Strategic Management	Dean & Prof.	Tenured	Fall 2014	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Selcuk Erenguc, DBA Supply Chain Management	Sr. Assoc. Dean & Professor	Tenured	Fall 2014	12	1.00	0.10	0.10	12	1.00	0.10	0.10
A	Jinhong Xie, Ph.D. Marketing	Full Professor	Tenured	Fall 2014	9	0.75	0.16	0.12	9	0.75	0.16	0.12
A	Tharanga Rajapakshe Information Systems and Operations Management	Assistant Prof.	Tenure accruing	Fall 2014	9	0.75	0.16	0.12	9	0.75	0.16	0.12
A	Larry DiMatteo, Ph.D. Management	Full Professor	Tenured	Fall 2014	9	0.75	0.16	0.12	9	0.75	0.16	0.12
A	Hyunjoo Oh, Ph.D. Marketing	Director	Non-Tenure accruing	Fall 2014	12	0.50	0.16	0.08	12	0.50	0.16	0.08
A	Chunrong Ai, Ph.D. Economics	Professor	Tenured	Fall 2014	9	0.75	0.16	0.12	9	0.75	0.16	0.12
A	Ana Portocarrero, M.A. Program Director	Director	Non-Tenure accruing	Fall 2014	12	1.00	0.50	0.50	12	1.00	0.50	0.50
<b>Total Person-Years (PY)</b>								<b>3.14</b>				<b>3.14</b>

Faculty Code	Source of Funding	PY Workload by Budget Classification			
		Year 1	Year 5		
A	Existing faculty on a regular line	Current Education & General Revenue	3.14	3.14	
B	New faculty to be hired on a vacant line	Current Education & General Revenue	0.00	0.00	
C	New faculty to be hired on a new line	New Education & General Revenue	0.00	0.00	
D	Existing faculty hired on contracts/grants	Contracts/Grants	0.00	0.00	
E	New faculty to be hired on contracts/grants	Contracts/Grants	0.00	0.00	
<b>Overall Totals for</b>		<b>Year 1</b>	<b>3.14</b>	<b>Year 5</b>	<b>3.14</b>



# APPENDIX B

1. Florida Atlantic University's Letter of Support

2. Florida International University's Letter of Support

3. Florida International University's  
Master in International Business Admissions Requirements

## **Portocarrero,Ana I**

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**From:** Paul Hart <hart@fau.edu>  
**Sent:** Friday, August 02, 2013 12:23 PM  
**To:** Portocarrero,Ana I  
**Cc:** Daniel Gropper; Rupert Rhodd; Marc Rhorer; Peggy Golden  
**Subject:** MA in International Business at UF

Ana,

As we discussed yesterday, the College of Business at FAU has a MS in International Business. We have not accepted students into the program for approximately ten years due to faculty resource issues. We do not intend to be admitting students for next 12 months.

A number of the courses required for our MS program are currently offered to satisfy other program requirements in our College. In the future, if UF has International Business students in our area who might need the courses to fulfill your degree requirements we would be open to having them enroll in appropriate courses at FAU. However, you will need to inform us about your students intentions since an exception needs to be made for those who are not matriculated in our programs to take graduate courses in our College.

Should we begin to accept students in the future, I am grateful for your willingness to share opportunities for our students with your partner institutions.

Also, if there are innovative ways for us to collaborate in the graduate program in International Business in the future, we would be interested in continuing the conversation.

Regards,

Paul

Paul Hart  
Associate Dean  
College of Business  
Florida Atlantic University

## Portocarrero,Ana I

---

**From:** Erenguc,S. Selcuk  
**Sent:** Wednesday, August 28, 2013 3:46 PM  
**To:** Koulamas; Jessica Aristizabal  
**Cc:** Portocarrero,Ana I  
**Subject:** RE: Master of Arts in International Business

Dear Dean Koulamas,

Thank you for your quick response. I do appreciate your support.

Best regards,

## S. Selcuk Erenguc

*Senior Associate Dean and Director*

HOUGH GRADUATE SCHOOL of BUSINESS

*Warrington College of Business Administration, University of Florida*

100 Hough Hall, PO Box 117150, Gainesville, FL 32611

352-392-8436, Fax 352-392-2581

[www.cba.ufl.edu/academics](http://www.cba.ufl.edu/academics)

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**From:** Koulamas [<mailto:koulamas@fiu.edu>]  
**Sent:** Wednesday, August 28, 2013 3:16 PM  
**To:** Erenguc,S. Selcuk; Jessica Aristizabal  
**Subject:** Re: Master of Arts in International Business

Dear Dean Erenguc,

thank you for your email. I contacted our MIB program administrator (Ms. Jessica Aristizabal) who apprised me that she has been in contact with your office to provide any relevant information. Please use this email as evidence of our collegial support for your endeavor. Best regards.

On 8/28/2013 2:44 PM, Erenguc,S. Selcuk wrote:

Dear Dean Koulamas,

As I indicated in our telephone conversation, the University of Florida's Hough Graduate School of Business is going to submit a new M.A. in International Business degree proposal to the UF's Provost Office. We have been offering the international business major under the business administration umbrella and it has been well received. Essentially what we are trying to do is to change the CIP code and call the program Master of Arts in International Business rather than Master of Arts with a major in International Business. Ultimate reality, on the ground nothing changes. We will continue to offer what we have been offering. I also want to mention that we do not require work experience for admission to this program.

Currently, FIU and FAU are the two universities in the state offering a similar degree with the same CIP code, thus wanted to ask for your collegial support for this endeavor.

I look forward to your response .

Warm regards,

## S. Selcuk Erenguc

*Senior Associate Dean and Director*

HOUGH GRADUATE SCHOOL of BUSINESS

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100 Hough Hall, PO Box 117150, Gainesville, FL 32611

352-392-8436, Fax 352-392-2581

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--

Christos Koulamas, Ph.D.

Senior Associate Dean, Chairperson and Ryder Eminent Scholar

Department of Decision Sciences and Information Systems

Florida International University

Miami, FL 33199

Tel. (305) 348-3309

Fax (305) 348-4126

e-mail: [koulamas@fiu.edu](mailto:koulamas@fiu.edu)



[FIU Business Home](#) > [Chapman Graduate School of Business](#) > [Master of International Business](#) > Program Information

## Master of International Business

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### Useful Links

- [Career Services](#)
- [Clubs and Organizations](#)
- [MBAs](#)
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## FIU Business graduates bring credit to selves and the college at Spring Commencement 2011

*On May 2, 2011, approximately 484 students in the R. Kirk Landon Undergraduate School and approximately 301 in the Alvah H. Chapman Jr. Graduate School made the transition from college student to college graduate in ceremonies for the College of Business Administration at Florida International University (FIU)*

Of the graduate students, six earned a joint degree, four of them in the Master of Science in Management Information Systems (MSMIS) / Master of Business Administration program and two in the...

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## MASTER OF INTERNATIONAL BUSINESS PROGRAM

### *Make our international business focus your competitive edge*

Students and their future employers appreciate the value of a Master of International Business (MIB) degree from the top-ranked Chapman Graduate School of Business at Florida International University in Miami, Florida. This specialized program, with both full- and part-time options, focuses on the essential knowledge, skills, and management techniques required to conduct business in an international marketplace.

Our Master of International Business program exposes you to key issues in international business management, provides insight into relevant social, political, legal, and macroeconomic conditions affecting international business, and gives you the ability to further develop your communication skills amidst a multicultural environment.

Since our students are a select group of people with significant business backgrounds already and hail from around the globe, your learning experience is designed to include an in-depth perspective on



international business practices and opportunities in the world marketplace.

#### – [Curriculum](#)

As an elite graduate program in international business, our Master of International Business delivers a curriculum that builds upon our students' prior business education and experiences to develop specific competency in international business management. All courses are taught from a global business perspective.

The program consists of a suite of courses that may be taken in any sequence. The exceptions are the introductory seminar that is required of all students upon entry and the International Business Environment course which has to be taken before International Business Policy. The Master's Project in International Business needs to be taken during your last semester.

Two workshops are required of all incoming students; one in [Accounting](#) and one in

[Data Analysis](#).

Both of these are taught over a period of 12-16 contact hours as needed on Saturdays during the first month of classes.

#### **Core courses**

[The International Business Environment](#)  
[Consumer Analysis in Emerging Markets](#)  
[International Accounting](#)  
[Global Financial Strategies](#)  
[Managing Global Production and Technology](#)  
[International Marketing](#)  
[International Business Law](#)  
[International Business Policy](#)  
[Master's Project in International Business](#)

#### **Elective Course(2 of them)**

Elective offering varies depending on the semester, the following are some options:

- International Entrepreneurship: Introduction to entrepreneurship in international contexts and its role in economic development.
- International Human Resource Management: This course takes a strategic approach to international HRM, focusing on the role of HR as a strategic driver for the organization.
- Special Topics in International Business (as an option, it can be at a partner institution abroad) or other graduate course with international business content.
- Internship: Allows graduate students to work in jobs significantly related to their major area of study and career goals. This is supervised work with carefully designed and monitored work assignments. Specific placement must be approved by the faculty advisor prior to enrollment. Work performed on the current job cannot be used for internship credit.

*- Please note that a Language course is not eligible to count towards an elective or overall program course credits.*

#### **Seminar Course**

A three-credit seminar course is required to complete the program. It is typically offered during the first semester and is required of all incoming students. To satisfy this requirement students must comply with attendance and course assignments. This is a three-part series seminar which includes the following topics:

- Introduction to International Business: You will gain a broad perspective of what it means to do business in today's global economy.
- Current Events Seminar: Explore an array of current issues that affect international business through discussions with experts and invited speakers, including senior executives from global companies.
- International Entrepreneurship: Explore the realm of new venture initiation and be challenged to think in entrepreneurial terms by presenting a new international business idea.

- + [Highlights](#)
- + [Unique Features](#)
- + [Student Learning and Program Outcomes](#)
- + [Information for International Students](#)
- + [Schedule](#)
- + [Calendar](#)
- + [Online MIB Program](#)

## ADMISSIONS

- [Application Process and Requirements](#)

### Application Deadlines

#### *Fall 2013 (August) start term*

June 1: Last day to submit an online application. (Please contact the MIB program office or via e-mail [mib@fiu.edu](mailto:mib@fiu.edu) if you are interested for the Fall 2013 term but it is after this date)

July 1: Last day for international applicants to submit all supporting academic and financial credentials.

August 1: Last day for domestic applicants to submit all supporting academic credentials.

#### *Spring 2014 (January) start term*

October 1: Last day to submit an online application and all supporting academic credentials.

### For all applicants

- Complete the online [application for admission](#).
  - You may complete the online application and submit it, even without having taken the GMAT, GRE or TOEFL. We prefer that you mail supporting materials (essay, resume, letters of recommendation, etc...) to us rather than uploading them onto the online application.
- Pay a **\$30 application fee**. Most major credit cards are accepted. Checks or money orders are also accepted and should be made payable to Florida International University.
- Send **official transcripts** from all previously attended universities, in a sealed envelope
  - A four year Bachelors Degree in Business Administration or related area (e.g. Marketing, Finance, and International Business) or equivalent degree from an accredited institution as well as a minimum upper division grade point average (GPA) of 3.0 or higher is required.

- The original transcripts must be submitted in an envelope sealed by the degree-granting institution. If you are an alumnus (ae) of FIU, there is no need to have transcripts sent.
- Students whose official transcripts<sup>1</sup> are not in English will be required to have said document translated. If this applies to you please ask your university to provide two original transcripts. The first set of transcripts must remain in the sealed envelope. The second set of transcripts should be sent to an official translator.
- Official proof of degree: a notarized copy of the original diploma is required if the degree is not posted on the official transcripts. Official translation also required if not in English.
- Applicants who already possess a Masters degree from an accredited institution may be eligible for a GMAT waiver provided that the graduate degree GPA is 3.0 or better.
- Have four years of professional work experience **OR** two years of professional work experience **AND** earn a score of at least 500 on the **GMAT** ([www.mba.com](http://www.mba.com)) or 1000 on the **GRE**([www.ets.org](http://www.ets.org)). Scores are considered official when sent by the testing center directly to our school.
- If you earned your Bachelor Degree in a country whose official language is not English, you must demonstrate English proficiency by taking either the TOEFL or IELTS. Minimum scores for the TOEFL are: 550 paper-based, 213 computer-based and 80 internet-based. Minimum score for the IELTS is 6.5. When requesting the official scores, please refer to the Florida International University Institution code 5206.
- Submit a **current resume** of professional experience. (Internships and part-time employment may be included). A minimum of two years of experience is required for Master of International Business candidates.
- Submit a **statement of purpose**: a one-page essay describing your professional goals and reasons for pursuing the Master of International Business degree at Florida International University.

#### For international students

*International students applying for the F-1 student visa will be required to submit financial documentation. Financial documents may be submitted during the application process; however, these must be recent (6 months or less from the program start date). Therefore, make sure when sending these that the dates on these documents are valid for the term you are applying for.*

- Request a **letter from your bank** or the bank of your sponsor (a parent, for example) stating that you or your sponsor have sufficient funds of at least **\$57,265** for tuition and living expenses. The types of accounts from which these bank letters are accepted are: savings, checking or money market accounts.
- If the bank account and aforementioned letter are in the name of a sponsor, the sponsor will need to submit a **signed sponsor letter** stating that he or she will fund your education and expenses while you are enrolled in the MIB program. Click here to see a [sample sponsor letter](#).
- Submit a completed and signed [Declaration of Finances \(DCF\) form](#). Please note that the minimum amount in the **DCF** must be at least **\$57,265** for the academic year 2013-2014.

#### Mailing Address:

##### Submit all materials to

Master of International Business  
Chapman Graduate School of Business  
Florida International University  
11200 SW 8th Street CBC 200  
Miami, FL 33199-0001

<sup>1</sup> student's academic history: an official document showing the educational work of a student in a school or college



## TUITION & SCHOLARSHIPS

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 [Program Summary](#)

## CONTACT US

For more information, please contact Yusimit Martinez at [mib@fiu.edu](mailto:mib@fiu.edu), or the program office at 305-348-3279.

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Ahead*



# APPENDIX C

## Faculty Curriculum Vitae (CV)

Chunrong Ai, Ph.D.

Sze-Chi Chen, Ph.D.

Linda Clarke, Ph.D.

Larry DiMatteo, Ph.D.

Selcuk Erenguc, DBA

Brian Gendreau, Ph.D.

John Kraft, Ph.D.

Sean Limon, Ph.D.

Dorothy McCawley, Ph.D.

Andy Naranjo, Ph.D.

Hyunjoo Oh, Ph.D.

Tharanga Rajapakshe, Ph.D.

Doug Waldo, Ph.D.

Jinhong Xie, Ph.D.

**Chunrong Ai, Ph.D.**  
**Professor**  
**Economics**  
**Warrington College of Business Administration**  
[chunrong.ai@warrington.ufl.edu](mailto:chunrong.ai@warrington.ufl.edu) | Phone: 352 392 7859

---

### **Academic Background**

Ph.D. Massachusetts Institute of Technology, Cambridge, Massachusetts, Economics, 1990  
M.S. Huazhong University of Science and Technology, Huazhong, China, Mathematics, 1985  
B.S. Huazhong University of Science and Technology, Huazhong, China, Mathematics, 1982

### **Skills Teaching**

#### **Teaching Skills**

microeconomics, econometrics, strategy

### **Skills Computer**

#### **Computer Skills**

STATA

### **Work Experience**

#### **Work Experience**

Professor of Economics, University of Florida (2006 - Present).  
Associate Professor of Economics, University of Florida (1998 - 2006).  
Visiting Associate Professor, Hong Kong University of Science and Technology (June, 2001 - June, 2002).  
Assistant Professor of Economics, University of Florida (August, 1994 - August, 1998).  
Assistant Professor of Economics, SUNY - Stony Brook (September, 1991 - June, 1994).  
Research Fellow, National Bureau of Economic Research, Inc (July, 1990 - July, 1991).

### **Teaching**

#### **Courses Taught**

**Courses from the Teaching Schedule:** Competitive Strategies in Expanding Markets (Doctoral), Econometric Methods I (Doctoral), Econometric Models and Methods (Doctoral),

Economics and Business in China and India (Doctoral), Statistical Methods in Economics (Doctoral)

**Courses taught, but not in the Schedule:**

Managerial Economics, Nonlinear Econometrics, Intermediate Microeconomics, Empirical Research, Linear Econometrics, Mathematics for Economist, Empirical IO, Statistics, Econometric Method I, International Trade, Mathematical Methods, Mathematical Statistics, Mathematical Methods, Econometric Models and Methods, Statistical Methods, Mathematics for Economist

**Intellectual Contributions**

**Intellectual Contributions Grid**

Category	DBS	CTP	LPS	Total
Articles in Refereed Journals	45			45
Books, Monographs, Compilations, Manuals, Supplements, Chapters, Cases, Readings	6			6
Presentations of Non-Refereed Papers	6			6
Grants - Funded (both refereed and non-refereed)	8			8
Working Papers (all)	22			22
<b>Totals</b>	<b>87</b>			<b>87</b>

**Refereed Articles**

**Discipline-Based Scholarship**

Ai, C. & Meng, M. (2012). A Root-N Consistent Estimator for Some Fixed-Effects Panel Data Sample Selection Models. *Economics Letters*, 116 (3), 129-132.

Ai, C. & Zhang, Y. (2012). Does There Exist a Credit Risk Puzzle in China A-Share Markets? *Journal of Finance and Economics*.

Wang, W., Ai, C., & Cao, H. (2012). Effects of Tax-and-Fee on Rural Household Consumption. *Management World*.

Ai, C. & Zhou, Q. (2012). Estimation of A Censored Regression Model: A Simulation Study. *Frontiers of Economics in China*.

Zhou, J., Ai, C., Wang, D., & Tang, Y. (2013). Rural Household Consumption and Income Composition: Theory and Application. *Economics Research*.

Ai, C. & Meng, M. (in press, 2013). Some Uniform Convergence Results for Kernel Estimators. *Science China Mathematics*.

Ai, C., Zhang, Y., & Cui, C. (in press, 2013). The Effects of Liquidity Risk and Default Risk On Corporate Debt Pricing. *Journal of Management Science in China*.

Ai, C. & Meng, M. (2011). A Locally Linear Estimation of Regression Discontinuity. *Frontiers of Economics in China*, 6 (4), 495-506.

Ai, C., You, J., & Zhou, Y. (2011). Statistical Inference Using a Weighted Difference-Based Series Approach for Partially Linear Regression Models. *Journal of Multivariate Analysis*, 102

(3), 601 - 618.

Ai, C. & Chen, X. (2012). The Semiparametric Efficiency Bound for Models of Sequential Moment Restrictions Containing Unknown Functions. *Journal of Econometrics*, 170 (2), 442-457.

Ai, C. & Gan, L. (2010). An Alternative Root-N Consistent Estimator for Panel Binary Choice Model. *Journal of Econometrics*, 157 (1), 93-100.

Wang, C. & Ai, C. (2010). Nonlinear Smooth Transition of Chinese Business Cycle. *Economics Research* (3).

Wang, C. & Ai, C. (2010). Re-examination of PPP in China--Based on ESTAR and ARB-STR Models. *Statistics Research*, 26 (12), 88-95.

Ai, C. & Wei, W. (2010). The Hypothesis about Non-agricultural Employment and Permanent Income: A Theory and its Evidence. *Management World* (1), 195-209.

Lin, X. & Ai, C. (2009). The Inequality of Healthcare Service in China. *Chinese Journal of Population Science* (3).

Ai, C. & Norton, E. (2008). A Semiparametric Derivative Estimator in Log Transformation Models. *Econometrics Journal*, 11 (3), 538-553.

Ai, C. & Wang, W. (2008). A Sensitivity of Chinese Household Consumption with Habit Formation. *Journal of Quantitative and Technical Economics* (11).

Ai, C. & Li, W. (2008). China Demographic Changes and Household Consumption 1989-2004: A Dynamic Panel Data Analysis. *Economic Research*.

Lin, X. & Ai, C. (2008). Determinants of Chinese Residents' Demand for Medical Care--An Application of Semiparametric Estimation of Ordered Probit Model. *Statistical Research*, 25 (11), 40-45.

Ai, C. (2007). A Nonparametric Maximum Likelihood Estimation of Conditional Moment Restrictions Models. *International Economic Review*, 48 (4), 1093 - 1118.

Ai, C., Chatrath, A., & Song, F. (2007). A Semiparametric Estimation of Optimal Hedge Ratio. *Quarterly Review of Economics and Finance*, 47, 366-381.

Ai, C. & Chen, X. (2007). Estimation of Possibly Misspecified Semiparametric Conditional Moment Restriction Models with Different Conditioning Variables. *Journal of Econometrics*, 141, 5-43.

Ai, C., Feng, S., & Wu, Y. (2007). Micro Data Publication and Confidentiality Protection. *Statistical Research*, 24 (6), 75-79.

Arcand, J.L., Eicher, F., & Ai, C. (2007). Moral Hazard and Marshallian Inefficiency: Evidence from Tunisia. *Journal of Development Economics*, 83 (2), 411-445.

Ai, C., Chatrath, A., & Song, F. (2006). On the Comovement of Commodity Prices. *the American Journal of Agricultural Economics*, 88 (3), 574-588.

Ai, C. & Wen, M. (2005). Ownership and Sector performance in Present-day China: A Regional Study. *Pacific Economic Review*, 10 (4), 471-484.

Ai, C. & Sappington, D. (2005). Reviewing the Impact of Incentive Regulation on U.S. Telephone Service Quality. *Utilities Policy*, 13, 201-210.

Wang, J., Wang, S., & Ai, C. (2006). The Modification to Bias of IV Unit Root Tests in Panels. *Journal of Quantitative and Technical Economics* (2), 138-147.

- Ai, C., Norton, E., & Wang, H. (2004). Computing interaction effects and standard errors in logit and probit models. *The Stata Journal*, 4, 154-167.
- Ai, C. & Sappington, D. (2004). Incentive Regulation and Telecommunication Service Quality. *Journal of Regulatory Economics*, 26, 263-286.
- Ai, C. & Chen, X. (2003). Efficient Estimation of Models with Conditional Moment Restrictions Containing Unknown Functions. *Econometrica*, 71, 1795-1843.
- Ai, C. & Norton, E. (2003). The Interaction Terms in Logit and Probit Models. *Economics Letters*, 80, 123-129.
- Ai, C. & Sappington, D. (2002). The Impact of the State Incentive Regulations on the U.S. Telecommunication Industry. *Journal of Regulatory Economics*, 22, 133-160.
- Ai, C. (2001). A Modified Average Derivatives Estimator. *Econometric Reviews*, 20 (1), 113-131.
- Ai, C. (2001). Consistent Specification Tests for Regression Models. *Annals of Economics and Finance*, 2, 31-58.
- Ai, C. & Norton, E. (2000). Standard Errors of Log-transformation Models with Heteroscedasticity. *Journal of Health Economics*, 19, 697-718.
- Ai, C. & Arcand, J.L. (1998). Moral Hazard and Marshallian Inefficiency: Evidence from Tunisia. *L'actualite Economique*, 74 (3), 315-342.
- Ai, C. (1997). A Semiparametric Maximum Likelihood Estimator. *Econometrica*, 65 (4), 933-963.
- Ai, C. (1997). An Improved Estimator for Models With Randomly Missing Data. *Journal of Nonparametric Statistics*, 7, 331-347.
- Ai, C. & McFadden, D. (1997). Estimation of Some Partially Specified Nonlinear Models. *Journal of Econometrics*, 76, 1-37.
- Ai, C. (1997). On Public Capital Analysis with State Data. *Economics Letters*, 57, 209-212.
- Ai, C. (1996). Equivalence of the Standard and the Modified Switching Regression Models. *Review of Economics and Statistics*, 78, 365-366.
- Ai, C. (1995). A Normative Analysis of Public Capital. *Applied Economics*, 27, 1201-1209.
- Ai, C. (1995). A Positive Semi-Definite Covariance Matrix for Hausman Specification Tests of Conditional and Marginal Densities. *Oxford Bulletin of Economics and Statistics*, 57 (2), 277-281.
- Ai, C. & Cassou, S. (1994). A Diagnostic Test without Numerical Integration. *Erratum*, 46, 181-182.
- Ai, C. (1994). A Semiparametric Efficiency Bound of A Disequilibrium Model without Observed Regime. *Journal of Econometrics*, 62, 143-163.
- Ai, C. & Chen, C. (1992). Estimation of A Fixed Effects Bivariate Censored Regression Models. *Economics Letters*, 40, 403-406.

## **Books, Monographs, Compilations, Manuals**

### **Book**

- Ai, C., Lin, S., & Tang, Q. (2003). *Essentials of Microeconometrics* Huazhong University of Science and Technology Press.

Ai, C. & Chen, X. (2000). *Econometrics: Semiparametric Econometric Models* Beijing University Press.

## **Chapters, Cases, Readings, Supplements**

### **Chapter**

Ai, C. & Li, Q. (2008). Semiparametric and Nonparametric Methods in Panel Data Models, In László Mátyás and Patrick Sevestre (Eds.), *in Advanced Studies in Theoretical and Applied Econometrics: The Econometrics of Panel Data* (pp. 451-478). Springer.

Ai, C. & Zhang, Y. (2002). Recent Developments in Micro-econometrics, In Guoqiang Tian (Ed.), *Frontiers in Modern Economics and Finance*. Beijing, China: Commerce Publisher.

Ai, C. & Chen, X. (2000). Econometrics: Semiparametric Methods, In Hengfu Zou (Ed.), *Advances in Economics and Finance*. Beijing University Press.

Ai, C. (1990). The Dynamics of Housing Demand by the Elderly: User Cost Effects, In David Wise (Ed.), *Issues in the Economics of Aging*. University Chicago Press.

## **Presentations of Non-Refereed Papers**

### **International**

Ai, C. (2011). *Modeling Dependence Through Spatial Interactions*. American Statistical Association, Miami, Florida.

Ai, C. (2012). *Modeling Cross Sectional Dependence via Spatial Weighting and Variable Selection*. International Conference on Risk Management and Financial Engineering, Changsha, Hunan, China-PRC.

Ai, C. (2012). *Endogeneity in panel data fixed-effect sample selection models*. International Symposium in Econometrics in Honor of Cheng Hsiao, Chengdu, China-PRC.

### **Local**

Ai, C. (2011). *Endogeneity in Semiparametric Index Models*. Department of Economics, University of Rochester, Rochester, New York.

Ai, C. (2012). *Endogeneity in Semiparametric Index Models*. Department of Economics, John Hopkins University, Baltimore, Maryland.

### **National**

Ai, C. (2013). *Endogeneity in panel data fixed-effects sample selection models*. Department of Economics, New York University, New York, New York.

## **Grants**

### **Research**

2012: Peng, Z. & Ai, C., A Spatial-Temporal Econometric Model to Estimate Costs and Benefits of Sea-Level Rise (\$100,000.00), NOAA

2011: Ai, C., 1995-present, Summer Research Grant, College of Business Administration at University of Florida

2010: Ai, C., IDRC Grant (\$30,000.00), International Development and Research Centre, Canada

2010: Ai, C., National Natural Science Foundation Grant (\$45,000.00), National Natural Science



Foundation of China for studying Spatial Semiparametric Panel Regression Mo  
2009: Ai, C., 2009 - 2010, Pujian Grant (\$15,000.00), Shanghai Municipal Government  
2009: Ai, C., National Natural Science Foundation Grant, National Natural Science Foundation of China for studying Spatial Semiparametric Panel Regression M  
2008: Ai, C., China Statistical Bureau Grant  
2007: Ai, C., China Statistical Bureau Grant

### **Papers Under Review**

Ai, C. & Zhang, Y. (2013). "Estimation of Partially Specified Spatial Panel Data Models with Fixed-Effects," Initial submission to *Econometric Reviews*.

Ai, C., Li, H., & Lin, Z. (2013). "Semiparametric Panel Data Truncated Regression Model with Fixed Effects," Initial submission to *Journal of Econometrics*.

Ai, C. & Meng, M. (2012). "Endogeneity in Semiparametric Panel Binary Choice Model," Revised and resubmitted to *Econometric Reviews*.

### **Working Papers**

Ai, C. & Zhang, Y. (2013). "Estimation of Semiparametric Varying Coefficients Spatial Panel Data Models with Fixed-Effects" targeted for *Journal of Econometrics*.

Ai, C. & Meng, M. (2012). "Endogeneity in Semiparametric Index Models" targeted for *Journal of Econometrics*.

Ai, C. & Meng, M. (2013). "Endogeneity in Semiparametric Panel Sample Selection Models" targeted for *Journal of Econometrics*.

Ai, C. & Meng, M. (2012). "Endogeneity in Semiparametric Index Models" targeted for *Journal of Econometrics*.

Ai, C. (2011). "Some More Efficient Estimator for Panel Tobit Models".

Ai, C. & Meng, M. (2011). "Estimation of Panel Binary Choice Model with Continuous Endogenous Regressors".

Ai, C. & Meng, M. (2011). "Estimation of Panel Sample Selection Model with Continuous Endogenous Regressors".

Ai, C. (2011). "An Alternative Estimation of Regression discontinuity Models".

Ai, C. & Chen, X. (2011). "Efficient Semiparametric Estimation of Expectations".

Ai, C., Wang, C., & Wang, S. (2011). "A Semiparametric Estimation of Smooth Transition Regressions".

Ai, C. & Zhou, Y. (2011). "Generalized Quantile Regression with Unknown Functional Coefficients".

Ai, C. (2011). "A Sieve Empirical Maximum Likelihood Estimation".

Ai, C. & Meng, M. (2011). "Endogeneity in Semiparametric Index Models".

Ai, C. (2011). "Consistent Tests of Regression Models with Endogenous Regressors".

Ai, C., Zhou, Y., & You, J. (2011). "A Semiparametric Estimation of Panel Data Regression with Functional Coefficients".

Ai, C., You, J., & Zhou, Y. (2011). "Variable Selection For A Class of Econometric Models".

Ai, C. (2010). "Local Asymptotics of Sieve Minimum Distance Estimator".

Ai, C. & Yang, Z. (2009). "A Dynamic Study of Body Mass, Health Status, Insurance Selection and Their Impact on Health Expenditure".

Ai, C. & Lin, L. (2008). "An Empirical Study of the Effect of Pollution Fees on China's Pollution".

## **Other Research**

2009: . PhD committee chair. Qiong Zhou

## **Service**

### **Service to the Institution**

#### **Department Assignments**

##### **Member:**

2011-2012: PhD Committee Member for Fan Li (Economics)

2002-2003 – 2011-2012: Department Graduate Committee

2003-2004: Department Faculty Recruiting

1998-1999 – 1999-2000: Department Faculty Recruiting Committee

1998-1999: Department Faculty Recruiting Committee

1998-1999: Department Faculty Recruiting Committee

##### **Other Institutional Service Activities:**

1998-1999: Department Seminar Coordinator

#### **College Assignments**

##### **Member:**

2011-2012 – 2012-2013: Specialized Graduate Programs Committee

2009-2010 – 2011-2012: College Special Master programs Committee

2004-2005 – 2005-2006: College Faculty Advisory Committee

1998-1999: College Minority Committee

#### **University Assignments**

##### **Member:**

2009-2010 – 2011-2012: Faculty Marshall

2008-2009: University Faculty Senate

2007-2008 – 2008-2009: University Faculty Senate

2006-2007 – 2007-2008: University Faculty Senate

2005-2006 – 2006-2007: University Faculty Senate

2004-2005 – 2005-2006: University Faculty Senate

2004-2005: University Faculty Senate

2002-2003: Econometric Curriculum Reform Committee

2002-2003: Walter Beckert's Third Year Review

1999-2000: AD-HOC Research Committee

1999-2000: Henry Theil's Lecture Series Committee

**Mentoring Activities:**

2004-2005 – 2005-2006: University Minority Mentor

**Other Institutional Service Activities:**

2012-2013: Marshal

2006-2007 – 2008-2009: Faculty Marshal

2004-2005 – 2005-2006: Graduation Marshall

2004-2005 – 2005-2006: China MBA Director

2004-2005 – 2005-2006: University Faculty Senate

2002-2003: Walter Beckert's Third Year Review

2001-2002: Sabbatical Leave

2000-2001: Graduation Marshall

**Dissertation Assignments**

**Chair:**

1998: Kevin Christensen (Economics, Co-Chair)

**Member:**

2012-2013: Ph.D. committee external member for Huazhong Zhao (BUS)

2012-2013: Ph.D. committee external member for Yang Yang (Geography)

2012-2013: Ph.D. committee member for Wan Xu (FRE)

2012-2013: Ph.D. committee external member for Jing Xie (FRE)

2012-2013: Ph.D. committee member for Ying Tang (ECO)

2012-2013: Ph.D. committee external member for Dong Hee Suh (FRE)

2012-2013: Ph.D. committee member for Amanda J Phalin (ECO)

2012-2013: Ph.D. committee external member for Leming Lin (BUS)

2012-2013: Ph.D. committee member for Fan Li (ECO)

2012-2013: Ph.D. committee external member for Abena Lucie Kadjo (FRE)

2012-2013: Ph.D. committee member for David P. Brown (ECO)

2011: Zhang Xinxin (FRE, External)

2011-2012: PhD Committee External Member for Lim Jeremy Mianzin (MTG)

2011-2012: PhD Committee External Member for Cody P Dahl (FRE)

2011-2012: PhD Committee Member for Shourjo Chakravorty (ECO)

2011-2012: PhD Committee Member for Ying Tang (ECO)

2011-2012: PhD Committee External Member for Leming Lin (BUS)

2011-2012: PhD Committee External Member for Lijia Shi (FRE)

2011-2012: PhD Committee External/Minor Member for Yang Yang (GEO)

2011-2012: PhD Committee External Member for Huazhong Zhao (BUS)

2011-2012: PhD Committee Member for Amanda Phalin (ECO)  
2011-2012: PhD Committee Member for Adam Narkiewicz (ECO)  
2011-2012: PhD Committee Member for David Brown (ECO)  
2011-2012: PhD Committee External Member for Jing Xie (FRE)  
2011-2012: PhD Committee External Member for Dong Hee Suh (FRE)  
2011: Xiaohong Wang (Business Administration, external member)  
2011: Scheick Benjamin Jord (Business Administration, external member)  
2011: Sabuhi H Sardarli (Business Administration, external member)  
2011: Xiaodong Liu (Business Administration, external member)  
2011: Thomas W Doellman (Business Administration, member)  
2011: Bae Young Han (Marketing, external member)  
2010-2011: PhD Committee Member for Mujde Z Erten (ECO)  
2010-2011: PhD Committee Member for Giraldo Marcela (ECO)  
2010-2011: PhD Committee Member for Ting Levy (ECO)  
2010-2011: PhD Committee External Member for Xiaoyu Zhu (ENG)  
2009-2010: PhD Committee Member for Liangliang Jiang (ECO)  
2008-2009: PhD Committee External Member for Ozde Oztekin (FIN)  
2008-2009: PhD Committee Member for Mircea I Marcu (ECO)  
2008-2009: PhD Committee External Member for Ozde Oztekin (FIN)  
2008-2009: PhD Committee Member for Maria Luisa Corton (ECO)  
2007-2008: PhD Committee Member for Hamilton Caputo Silva (ECO)  
1998: Lei Zhou (Finance, external member)  
1998: Donghang Zhang (Finance, external member)  
1998: Hui Yang (Finance, external member)  
1998: Hong Xiong (Electrical Engineer, external member)  
1998: Qi Wang (Marketing, external member)  
1998: Na-Lampang Sikavas (Food and Resource Economics, external member)  
1998: Kasturi P. Rangan (Statistics, external member)  
1998: Troy Quast (Economics, member)  
1998: Kornvica Pimukmanaskit (Economics, member)  
1998: Larry A. Perruso (Marketing, external member)  
1998: Robin Mukherjee (Marketing, external member)  
1998: Mircea Marcu (Economics, member)  
1998: Maria Luisa Corton (Economics, member)  
1998: Wei Li (Economics, member)  
1998: Jeffrey Paul Levin (Pharmacy, external member)  
1998: Mark Allen Jamison (Economics, member)  
1998: Yunchun Hu (Finance, external member)

1998: Janice Alane Hauge (Economics, member)  
1998: Qing Hao (Finance, external member)  
1998: Jacqueline Hamilton (Economics, member)  
1998: Larry Anthony Fauver (Finance, external member)  
1998: Cem Demiroglu (Accounting, external member)  
1998: Chifeng Dai (Economics, member)  
1998: Lin Chen (Economics, member)  
1998: Silva Hamilton Caputo (Economics, member)  
1998: Jimenez Carlos E. (Accounting, external member)  
1998: Christopher Buzzard (Political Science, external member)  
1998: Sanjeev Bhojraj (Economics, member)  
1998: John Banko (Finance, external member)

## **Service to the Profession**

### **Editor: Academic PRJ**

2011-2012 – 2013-2014: Frontiers of Economics in China.

### **Editor: Associate Editor PRJ**

2011-2012 – 2013-2014: Econometrics Journal.

2012-2013: Annals of Economics and Finance.

2011-2012 – 2012-2013: Annals of Economics and Finance.

2010-2011 – 2011-2012: Annals of Economics and Finance.

2005-2006 – 2010-2011: Annals of Economics and Finance.

### **Presentation - Top Tier**

2011-2012: Department of Economics, John Hopkins University.

2010-2011: Sino-British Conference on Data Collection and Sharing.

2010-2011: Department of Economics, Princeton University.

2010-2011: International Forum in Statistics, People's University, China.

2010-2011: International Symposium on Financial Engineering and Risk Management, Taiwan University.

2010-2011: Department of Economics, New York University.

2010-2011: Department of Economics, Columbia University.

2010-2011: Department of Economics, University of Rochester.

2009-2010: Department of Economics, Yale University.

2008-2009: Department of Economics, University of California, Riverside.

2007-2008: School of Statistics, Xinan University of Finance and Economics, China.

2007-2008: School of Economics, Zhong Shan University, China.

2007-2008: Department of Mathematics, University of North Carolina at Charlotte.

2007-2008: Department of Economics, New York University/Columbia University.  
2007-2008: Department of Economics, Ohio State University.  
2006-2007: Department of Economics, University of Maryland.  
2006-2007: Annual Meeting of Chinese Economist Society, Hangzhou, P.R.China.  
2005-2006: Symposium on Industrial Organization, Tsinghua University, Beijing, P.R. China.  
2005-2006: Training workshop on Econometrics, Tsinghua University, Beijing, P.R. China.  
2005-2006: Annual Meeting of Chinese Economist Society, Chongqing, P.R.China.  
2004-2005: School of Economics, Huazhong University of Science and Technology.  
2004-2005: School of Economics, Shandong University.  
2004-2005: Annual Conference of Chinese Economist Society.  
2004-2005: Symposium on Regulation and Industrial Organization in Beijing Annual Conference.  
2004-2005: Department of Economics, Vanderbilt University.  
2004-2005: Department of Economics, Georgetown University.  
2002-2003 – 2004-2005: American Economic Association Annual Meeting.  
2003-2004: Department of Economics seminar at University of Central Florida.  
2003-2004: Department of Economics seminar at University of Texas at Austin.  
2002-2003: Far East Econometric Society Summer meeting.  
2002-2003: Symposium on Advanced Econometrics, Wuhan, China.  
2002-2003: Joint Economics seminar, Duke, NC, and NC State.  
2002-2003: Department of Economics seminar at University of South Florida.  
2001-2002: Department of Economics seminar at University of Rochester.  
2001-2002: Invited lecture at Huazhong University of Science and Technology, China.  
2001-2002: Department of Economics seminar at Huazhong University of Science and Technology, China.  
2001-2002: Department of Economics seminar at Hong Kong Science and Technology.  
2000-2001: American Economic Association Annual Meeting.  
2000-2001: Department of Economics seminar at University of Texas at Austin.

**Reviewer: Ad Hoc Reviewer for a Journal**

2012-2013: Review of Economics and Statistics.  
2012-2013: Review of Development Economics.  
2012-2013: American Economic Review.  
2012-2013: Econometrics Journal.  
2012-2013: Journal of Econometrics.  
2012-2013: Journal of Applied Econometrics.  
2012-2013: Journal of Applied Econometrics.  
2012-2013: Econometrics Journal.  
1995-1996 – 2012-2013: Econometrica.

1994-1995 – 2012-2013: Economics Letters.  
1993-1994 – 2012-2013: Journal of Econometrics.  
2011-2012: Journal of Industrial Economics.  
2011-2012: Oxford Bulletin of Economics and Statistics.  
2011-2012: Journal of Economics and Management Strategy.  
2006-2007 – 2011-2012: Review of Economics Studies.  
2005-2006 – 2011-2012: Journal of American Agricultural Economics.  
2005-2006 – 2011-2012: Economic Journal.  
2005-2006 – 2011-2012: China Economic Review.  
2005-2006 – 2011-2012: International Journal of Applied Economics.  
2005-2006 – 2011-2012: Health Economics.  
2003-2004 – 2011-2012: Journal of Regulatory Economics.  
1997-1998 – 2011-2012: Journal of Nonparametric Statistics.  
1997-1998 – 2011-2012: Econometric Reviews.  
1995-1996 – 2011-2012: Econometric Theory.  
1993-1994 – 2011-2012: National Science Foundation.  
1993-1994 – 2011-2012: Journal of Economics and Business Statistics.  
2010-2011: Journal of Applied Econometrics.  
2010-2011: Journal of Applied Econometrics.

### **Service to the Community**

#### **Member of a Committee**

2013-2014: Board of Director, Florida Chinese Faculty Association  
2012-2013: Board of Directors, Florida Chinese Faculty Association  
1999-2000 – 2001-2002: Board of Directors, Gainesville Chinese School

### **Professional Memberships**

International Mathematical Statistics, 2010-2012 (Inactive)

**Last updated by member on 06-May-13 (02:16 PM)**

## John S. Chen

701 Tappan St, R5431 • Stephen M Ross School of Business • University of Michigan • Ann Arbor, MI 48109 • Ph (734) 546-6263 • Fax (207) 470-4748 • [jszchen@umich.edu](mailto:jszchen@umich.edu)

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### EDUCATION

University of Michigan, Ross School of Business, 2007 – Present

PhD Candidate, expected completion July 2013

- Committee: Gautam Ahuja (Co-chair, strategy), Hart Posen (Co-chair, strategy), Minyuan Zhao (strategy), Maxim Sytch (management & organizations), Scott Page (political science)

University of California, Santa Barbara  
Masters In Electrical Engineering

California Institute of Technology  
B.S. Mathematics, B.S. Engineering and Applied Science

- University Honors

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### RESEARCH INTERESTS

- Organizational Learning
- Innovation
- Inter-organizational collaboration
- Industry Entry Dynamics
- Technical Standards
- Computational methods

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### PUBLICATIONS AND WORKING PAPERS

Posen, Hart E. and John S. Chen. *An Advantage of Newness: Vicarious Learning with Limited Absorptive Capacity*. *Organization Science*, forthcoming.

Chen, John S. and Posen, Hart E. *Is Competition Good? Competition, Learning, and the Emergence of Capabilities in New Entrants*. Status: Working paper with feedback from several presentations.

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### WORKS IN PROGRESS

Chen, John S. *Exploiting the Exploration of Others (Job Market Paper)*. Status: Working draft with early empirical results.

Chen, John S. *Distributed Learning: The Role of Proprietary Knowledge in Distributed Knowledge Development (Dissertation Chapter)*. Status: Coding of computational model complete. Currently preparing initial draft.

Chen, John S. and Miller, Kent D. *Technological Convergence on Rugged Landscapes*. Status: Currently conducting literature reviews and formulating the computational model.

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### CONFERENCES & PRESENTATIONS

2012 Wharton Emerging Scholars Workshop, Philadelphia PA

2011 Academy of Management, San Antonio TX



## REFERENCES

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Hart E. Posen (primary advisor)  
University of Wisconsin-Madison  
School of Business  
4263 Grainger Hall  
975 University Avenue  
Madison, WI 53706  
[hposen@bus.wisc.edu](mailto:hposen@bus.wisc.edu)

Gautam Ahuja  
Stephen M. Ross School of Business  
University of Michigan  
701 Tappan St.  
Ann Arbor, MI 48109-1234  
Phone: (734) 763-1591  
[gahuja@umich.edu](mailto:gahuja@umich.edu)

Minyuan Zhao  
Stephen M. Ross School of Business  
University of Michigan  
701 Tappan St.  
Ann Arbor, MI 48109-1234  
Phone: (734) 647-6978  
[myzhao@umich.edu](mailto:myzhao@umich.edu)

**Linda D. Clarke**  
**Email: [Clarkel@ufl.edu](mailto:Clarkel@ufl.edu)**  
**Phone: 202-421-5568**

**Education:**

- J.D.** Washington College of Law  
Cum Laude American University, Washington, D.C.  
Area of Specialization: International Business Law  
Degree Awarded: December, 2002.
- Ph.D.** Department of Management and International Business, College of Business Administration, Florida International University, Miami, Florida.  
Major: International Business and Management.  
*Dissertation Title:* The Role of Overseas Chinese Investment in the Emerging Countries of Southeast and East Asia: A Confucian Model of the Foreign Direct Investment Decision-Making Process Using Factors Unconsidered in the West.  
*Dissertation Chairperson:* Dr. Mary Ann Von Glinow, Past President, The Academy of Management, and Director, Center for International Business Education and Research, Florida International University.  
Degree Awarded: April, 1998.
- M.B.A.** Concentration in International Business  
McColl School of Business  
Queens University  
Charlotte, North Carolina  
Degree Awarded: December, 1990.
- B.A.** German Language and Culture; elective studies in electrical engineering and business.  
The University of North Carolina @ Charlotte  
Charlotte, North Carolina  
Degree Awarded: May, 1986.
- B.S.** Mathematics, Physics Concentration  
Minor: Computer Science  
Appalachian State University  
Boone, North Carolina  
Degree Awarded: August, 1985.

**Professional Academic Experience:**

2010 – Present – Lecturer, Department of Management and Legal Studies and Center for Entrepreneurship and Innovation, Hough Graduate School, Warrington College of Business, University of Florida, Professor for Entrepreneurship and International Business Tract of the, AACSB/ University of Florida Post Doctoral Bridge Program, Hough Graduate School, Gainesville, Florida.

2008-2010 – Participating Faculty, Department of Management and International Business, College of Business Administration, Florida International University, Miami, Florida.

2004-2008 – Visiting Professor in the Department of Management and International Business, College of Business Administration, Florida International University, Miami, Florida.

Also 2004-2010 – Adjunct Professor to the Graduate School of the College of Engineering at Florida International University teaching various courses in the Master of Science in Engineering Management Program in the U.S. and abroad.

2002 – 2004 – Consultant to and Adjunct Professor in various Executive MBA and International MBA programs in South Florida, Jamaica, and the Dominican Republic for the Colleges of Business Administration at Florida International University, Florida Atlantic University and Nova Southeastern University.

2000-2002 – Assistant Professor, Department of International Business, Kogod School of Business, American University, Washington, D.C.

1999-2000 - Visiting Scholar, Department of International Business, Kogod School of Business, American University, Washington, D.C.

1998-1999 - Visiting Professor and Senior Holland Fellow, Graduate School of Management and Graduate School of Economics, Fudan University, Shanghai, People's Republic of China.

1997-1999 - Assistant Professor, Department of Management, John A. Walker College of Business, Appalachian State University, Boone, North Carolina. (Note: I voluntarily resigned this tenure-track position within the University of North Carolina System in order to attend law school in Washington, DC.)

1992-1997 - Adjunct Instructor (while full-time Ph.D. candidate), Florida Atlantic University; Boca Raton, Florida.

1992-1997- Adjunct Instructor (while full-time Ph.D. candidate), Florida International University, Miami, Florida.

At the above referenced schools, I was an instructor of various undergraduate and/or graduate (MBA & Ph.D. level) international business and management courses in their Colleges of Business Administration.

1992-95 - Research Assistant, Florida International University: Research Assistant in the Department of Management and International Business to Dr. William Renforth and Dr. Christine Nielsen, 1992; Dr. Jan Luytjes, 1993-94; Dr. Mary Ann Von Glinow, 1994-95; Center for International Business Education and Research, 1995-1997.

### **Graduate & Undergraduate University Courses Previously Taught / Currently Teaching:**

International Business Law & Ethics for Managers, International Business Operations, Comparative Management, International Risk Assessment, International Finance, International Competitiveness, Global Environment of Management, Strategic Management, Business in Asia, International Business Negotiations, Union-Management Relations (Labor Law), Organizational Behavior, Organizational Theory, Entrepreneurial and Strategic Thinking, Business Law, Organization and Management, International Business Strategy, Entrepreneurship, International Entrepreneurship, Entrepreneurial Opportunities, Technology Entrepreneurship, Women and Men in Management, Strategic Management in Multinational Corporations, International Human Resources Management, International Marketing, The Global Marketplace, Principles of Management, Manager in the International Economy, International Management, MNC Strategic Simulations, Managing Effectively in Emerging Markets, Global Strategic Management, MBA Leadership Edge Program (Leadership, Case Study Methodology and Practice, Critical Thinking Skills), AACSB Post-Doctoral Bridge Program for Academically-Qualified Certification (Entrepreneurship and International Business Track).

### **Professional Non-Academic Experience - Consulting and Contract:**

1992-2007 – See Academic Experience above.

1991 – CIGNA Healthplan of NC, Inc., Charlotte, N.C.: MIS consultant.

1991 - Law Firm of Shelly Gowen & Associates, Philadelphia, PA: Construction litigation management and research consultant.

1990 - Queens College, Charlotte, NC: Full-time graduate student in the MBA program.

1989 - Rexham Corp., A Div. of Bowater Industries, Charlotte, NC: Industrial Engineering and Materials Requirement Planning Consultant for a thin film laminate manufacturer.

1988 - Broadway & Seymour, Inc., Charlotte, N.C.: Assistant to the Chairman of the Board of a banking software services firm.

1988 - Bendix/Allied Signal Corp., Charlotte, N.C.: Assisted Plant Manager and HR staff of an air brake manufacturer during contract renegotiations with their labor union.

1987 - First Union Corp., Charlotte, N.C.: Media relations assistant to the VP of Corporate Communications for the (then) 21st largest bank holding company in the U.S.

1987 - Duke Power Corp., Charlotte, N.C.: Corporate Safety Statistician for a public electric utility with 21,000+ employees.

1986 - IBM, Charlotte, NC: Computer Operations - Information Products Division.

### **Professional Non-Academic Experience - Corporate Positions:**

1988/89 - Hand Held Products Inc., Charlotte, NC - International Coordinator: Reporting directly to the President of a privately-held electronics company that manufactured all hand-held barcode readers used by Federal Express, DHL, and UPS couriers, and many other air freight companies throughout the world, it was my responsibility to act as the liaison between the U.S. organization and its sister corporation in the Netherlands Antilles; its subsidiaries in Holland and Western Europe, and distributors and resellers worldwide. These responsibilities required interfacing with all functional areas of the organization in order to obtain necessary components, finished goods, and technical and marketing support for the primarily European-based, sister operation. Responsibilities also included the handling of all sales contacts from all areas of the world outside the U.S. and Canada, translating reports from European representatives into English for the U.S. Company, and the supervision of exporting activities to foreign distributors.

Marketing Communications Manager: Prior to assuming the position of International Coordinator, I reported to the Director of Marketing Communications. In that capacity, my responsibilities ran the gamut of sales, marketing, and communications functions. These included trade show management, advertising, new product launches, press releases, magazine & newsletter articles, setting up a sales lead management program for the company and its national and international network of resellers and stocking distributors, development and implementation of promotional tools for distributors, (slide shows, photos, cooperative advertising, upgrade and trade-in offers, etc.); marketing research, special mailings, establishing relationships and working with advertising agencies, printers, printed and electronic news media, magazine and trade journal publishers. Other responsibilities included: trademark research, some sales, product literature and case history writing, design and development of special promotional pieces (product models, special advertising projects, outdoor advertising, etc.). In short, I was involved in every aspect of marketing communications in a fast-growing, high-

tech electronics firm.

1986-87 - Michelin Tire Corporation, Greenville, SC - Process Engineer: Responsible for accuracy and uniformity of measurement of all tire verification machinery at US1, Michelin's largest passenger tire manufacturing facility and corporate headquarters for North American Operations. Hired into a "fast-track" management program in which promising engineers and technical personnel were placed into highly visible positions within the corporation and groomed for future placement into upper levels of management.

1985-1986 Discovery Place/Science Museums of Charlotte, NC, Inc. - Physical Scientist: Duties were to educate the public in the principles of physics, chemistry, and other physical phenomena through the presentation of shows, demonstrations, workshops, and the interpretation of various museum exhibits; to supervise the activities of volunteers and the running of the physical science department; to generate ideas for, and contribute to, the development of new shows, workshops, corporate programs, and other community relations projects, as well as to further public's overall awareness of the physical sciences.

### **Research Interests:**

Foreign Direct Investment and Comparative Management in Southeast Asia and Latin America; International Business Law, Public Policy, Philosophy and Ethics in Business; Venture Capital and International Entrepreneurship; Global Competitiveness; International Strategic Alliances; Philosophy of Science.

### **Journal Publications:**

Meyskens, Moriah, Von Glinow, Mary Ann, Werther, William B. & Clarke, Linda. 2009. The Paradox of International Talent: Alternative Forms of International Assignments. International Journal of Human Resources Management 20(6).

Mroczkowski, Tomasz, Wermus, Mark & Linda D. Clarke. 2005. Employment Restructuring in Polish Companies during Economic Transition: Some Comparisons with Western Experience. Journal for East European Management Studies 10(1).

Mueller, Stephen L. & Clarke, Linda. 1998. Political-economic context and sensitivity to equity: Differences between the United States and the Transition Economies of Central and Eastern Europe. Academy of Management Journal, 41(3).

Thomas, Anisya S., Oded Shenkar & Linda Clarke. 1994. The globalization of our mental maps: 25 years of JIBS coverage. Journal of International Business Studies, 25(4).

Von Glinow, Mary Ann & Linda Clarke. 1995. Vietnam: Tiger or kitten? Academy of Management Executive, 9(3).

Clarke, Linda. 1996. Book review of "Thais and Americans: A Common Core", by John Feig. Journal of Asian Business, 12(2).

Clarke, Linda. 1996. Book review of "From Plan to Market: The Economic Transition in Vietnam" by Adam Fforde & Stefan de Vylder. Journal of Asian Business, 13(1).

### **Edited Volumes:**

Clarke, Linda & Von Glinow, Mary Ann. 2000. Developing a "Confucian" Model of the Foreign Direct Investment Location Decision in Asia, Asian Management Matters, Chung-Ming Lau, Kenneth K.S. Law, David K. Tse & Chi-Sum Wong, eds. London: Imperial College Press.

Clarke, Linda, Yue, Ming, and Von Glinow, Mary Ann. 1999. Chinese family business networks and regional economic development in Asia, Asian Business Networks, Patrick Reinmoeller and Frank-Jurgen Richter, eds. Westport, CT: Quorum Books, an imprint of Greenwood Publishing Group.

### **Conference Proceedings and Presentations:**

Meyskens, M.A., Clarke, L., Shapiro, D.L., and Von Glinow, M.A. 2010. The Path toward Greater Polycontextual Sensitivity in International Business Studies: A Road Not (Yet) Well-Traveled. Academy of International Business Conference, June, Rio de Janeiro, Brazil.

Von Glinow, M.A., and Clarke, L. 2008. Polycontextuality and Research Methodology: Issues and Illustrations. Academy of International Business Conference, July, Milan, Italy.

Clarke, L., Von Glinow, M.A., Schoonhoven, C., Mroczkowski, T. 2002. Impact of information technology on emerging markets of the Pacific Rim. Proceedings of the Pan Pacific Business Association Conference, May, Bangkok, Thailand.

Mroczkowski, Tomasz, Hanaoka, Masao, MacDonald, Darren & Clarke, Linda. 2002. Emerging diversity in the Japanese workforce: Impact of employment structures, generation gaps, and gender. Proceedings of the Pan Pacific Business Association Conference, May, Bangkok, Thailand.

Mroczkowski, Tomasz, Wermus, Mark, & Clarke, Linda 2001. Employment restructuring in Polish companies during economic transition: Comparing their experiences with those of U.S. firms.

Proceedings of the European International Business Academy Conference, December, Paris, France.

Clarke, Linda, Von Glinow, Mary Ann, & Schoenfeldt, Lyle, and Schoonhoven, Claudia. 2001. The applicability of “high performance” strategic human resource management practices in the emerging markets of China and Latin America. Proceedings of the Pan Pacific Business Association, May, Vina del Mar, Chile.

Clarke, Linda & Von Glinow, Mary Ann. 1998. Foreign direct investment location decisions of Overseas Chinese networks in Asia: Developing a "Confucian" model using factors unconsidered in the West. Proceedings of the Asia Academy of Management Conference, December, Hong Kong, People's Republic of China.

Clarke, Linda. 1998. Francois Coty: A forgotten contributor to modern management and marketing techniques. Presented in the Management History Division of the Academy of Management, August, San Diego, California. This paper won the R.B. Shuman Award for the Best Graduate Paper in Management History.

Clarke, Linda & Von Glinow, Mary Ann. 1997. The revolving door between Hong Kong and China: Power flows both ways through it. Proceedings of the Pan Pacific Business Association Conference, June, Kuala Lumpur, Malaysia.

Mueller, Steve & Clarke, Linda. 1996. National differences in attitudes toward equity in the workplace: Contrasts in Western and Soviet-style work cultures. Presented in the International Management Division of the Academy of Management, August, Cincinnati, Ohio.

Clarke, L., & Von Glinow, M.A. 1996. From India to China: A cross-cultural assessment of management practices in Asia. Proceedings of the Pan Pacific Business Association Conference, May, Chiba, Japan.

Clarke, L., Thomas, A., & Von Glinow, M.A. 1996. Research in emerging markets: The case of Asia. Proceedings of the Pan Pacific Business Association Conference, May, Chiba, Japan.

Luytjes, Jan B. & Linda D. Clarke. 1993. Teaching entrepreneurship: An empirical approach. Proceedings of the IntEnt (International Entrepreneurship) Conference, July, Vienna, Austria.

### **Large Scale Research Project Involvement:**

Member of the Global Competitiveness Project Team headed by Rosabeth Moss Kanter of the Harvard Business School, Harvard University; and Mary Ann Von Glinow of Florida International University, 1994-1995. This research resulted in Dr. Kanter's book, World Class, published by



Simon & Schuster, 1995.

Member of an international entrepreneurship research database project gathering data in 26 countries; headed by Dr. Jan B. Luytjes of Florida International University, 1992-1995.

Development of a CIBER (Center for International Business Education and Research) grant proposal to the U.S. Department of Education for approx. \$1 million over three years for the College of Business Administration at Florida International University, 1994. This grant was renewed for an additional three years in early 1998, and again in 2001 and 2005.

### **Other Working Papers:**

"Factors Affecting the Country Location Decision in the Caribbean Basin," 1993.

"Fortune and Leadership 1930-1993: Where The Twain Meet," (with M. Richards), 1994.

"The Replicability of International Business Studies," 1994.

### **Languages:**

German (B.A.)

Mandarin Chinese - 2 years practical experience/coursework

### **International & Study Abroad Programs:**

During 1999, I taught at Fudan University, one of the top two universities and top business school in China. While in Shanghai, I also undertook a large-scale research project investigating strategic human resource management issues in international joint ventures. This research project was awarded two grants, one from the University Research Council of Appalachian State University, as well as a travel grant from the A.S.U. Office of International Studies.

Along with extensive previous international experience in research, teaching, and study abroad programs, I was named for each of three years as an instructor in the William R. Holland Fellows Program. This program takes ASU students and NC business executives on a tour of China and to Fudan University in Shanghai during the summer. There, the students are paired with Chinese students in an international business course using Harvard case studies.

Additionally, Fudan University and Appalachian State University co-sponsored a major International Banking conference in Shanghai in May, 1999. This conference was announced by NC Governor Jim Hunt in Shanghai on a State trade mission to China. Many top banking

executives from both the U.S. and China attended. I had major responsibilities involving the conference organization and supervision of a joint ASU-Fudan University student project on banking in China that was presented at the conference.

A second conference was developed based upon my research into strategic human resource management issues in foreign invested ventures in China. This training conference for human resource managers and company executives was sponsored jointly by ASU, Fudan University and the American Management Association in Asia, and was held in Shanghai in June of 2000.

### **Past & Present Professional Affiliations:**

Gold Coast Venture Capital Club

Academy of Management

Division Memberships: Entrepreneurship  
International Management  
Management History

Academy of International Business

Asian Academy of Management (Charter Member)

Pan Pacific Business Association

### **Honors, Service and Extracurricular Activities:**

Reviewer, Academy of International Business, 2010-2011.

Reviewer, Academy of Management Executive, 2002-2003.

Interdisciplinary Council on Asia, American University, Washington, DC, appointed 2000.

I was named as one of three finalists for the 1998 Gunnar Hedlund Award for the Best Doctoral Dissertation in International Business. This is a global competition sponsored by the Stockholm School of Economics, and the European International Business Academy. I was invited and presented my dissertation research at the EIBA conference in Jerusalem, Israel in December, 1998.

Winner of the R.B. Shuman Award for Best Doctoral Student Paper in the Management History Division of the Academy of Management, 1998.

Winner of the 1999 Appalachian State University Research Council Grant Award, and the Office of International Studies Foreign Scholarly Travel Grant Award: both to study strategic human resources management issues in international joint ventures in China.

Associate Member, Graduate Faculty, Appalachian State University, appointed 1998.

Reviewer, Academy of International Business, 1997, 1998, 1999.

Reviewer, International Management Division of the Academy of Management, 1997, 1998, 1999.

Reviewer, Asia Academy of Management, 1998.

Reviewer, Entrepreneurship Division of the Academy of Management, 1996.

International Management Division Junior Faculty Consortium, 1996 Academy of Management Meeting, Cincinnati, Ohio.

Twice awarded Faculty Scholarships from the University of Southern California's IBEAR (International Business Education and Research) Program to attend the Asia-Pacific Business Outlook Conference, Los Angeles, CA, March, 1996, 1997.

Florida International University CIBER (Center for International Business Education and Research) research assistantship 1995-1996, 1996-1997.

Florida International University Department of Management & International Business Scholarship, awarded spring, 1995.

International Management Division Doctoral Consortium, 1995 Academy of Management Conference, Vancouver, Canada.

Entrepreneurship Division Doctoral Consortium, 1994 Academy of Management Conference, Dallas, Texas.

Doctoral Consortium, 1994 Southwestern Academy of Management Conference, Dallas, Texas.

Entrepreneurship Division Junior Faculty Consortium, 1993 Academy of Management Conference, Atlanta, Georgia.

Student Marshall, 1993 Cladea Conference, Miami, Florida.

Full research and teaching stipend awarded to attend the Ph.D. program, College of Business Administration, Florida International University, 1991.

Delta Pi Omega Sorority at the University of North Carolina, Charlotte, inducted, 1986.

Attended Julius-Maximilians-Universität in Würzburg, Germany, 1984, 1987; area of study -

undergraduate and graduate courses in German language and culture.

Member of the University of North Carolina @ Charlotte's Chapter of The Society of Physics Students, 1985-86.

Member, University of North Carolina @ Charlotte's German Club, 1985-86.

Secretary/Treasurer, Appalachian State University Chapter, Society of Physics Students, 1982-84.

Member of the Appalachian State University Chapter of the Association for Computing Machinery (ACM), 1982-83.

Accepted to several universities' Early Admissions Programs, entered Appalachian State University full-time after the eleventh grade in 1981 at the age of 16.

High School academic excellence awards: science & history, 1981.

All honors coursework in high school, 1978-81.

High School Varsity, Pep, and Concert Bands, 1978-81.

Nominated to & attended the Southern Piedmont Educational Consortium Program for Creative Writing, Pfeiffer College, Misenheimer, N.C., 1980.

Nominated to & attended Appalachian State University's Summer Science Program for the Gifted 1978, 1979, 1980.

North Carolina Governor's School Nominee, 1980.

North Carolina Science and Math High School Nominee, 1980.

High School Graduation Marshall, 1980.

North Carolina Governor's Page, 1980.

Secretary/Treasurer for Cannon Mills Corporation's Explorer Post 209 for Engineering, 1979, 1980.

National Beta Club (Honor Society), inducted, 1979.

Junior Women's Club, inducted, 1979.

North Carolina Soil and Water Conservation speech winner at the school, county, and district levels,

runner-up in the state competition, 1977.

**Past & Current Civic Affiliations:**

Peace River Quilters' Guild, Inc

Cocker Rescue of Ft. Lauderdale

Sanctuary Animal Refuge, Inc.

Montgomery County Humane Society

Adopt-A-Pet - a non-profit animal shelter based in Miami, Florida.

Duck Haven - a non-profit animal shelter and advocacy organization based in Margate, Florida.

Watauga County Humane Society

Humane Society of the United States

American Society for the Prevention of Cruelty to Animals (ASPCA)

National Humane Education Society

**Other Interests:**

Animal Welfare, Fine & Decorative Arts, Interior Design, Piano (studied 12 years), Reading (foreign policy, international business, history, art & architecture), extensive travel, work, research and study abroad experience in more than 30 countries, extensive travel around the world.

**References:** Available upon request.

**CURRICULUM VITAE**  
**Larry A. DiMatteo**  
**Huber Hurst Professor of Contract Law & Legal Studies**  
**University of Florida**

**PERSONAL**

**Phone, Office** (352) 392-0323  
**E-mail, Office** larry.dimatteo@cba.ufl.edu  
**Home Address** 9503 SW 47<sup>th</sup> Lane  
Gainesville, FL 32608

**EDUCATION**

<b>Harvard Law School</b> Cambridge, Massachusetts	LL.M.	(6.9 GPA; A = 7.0)
<b>Cornell Law School</b> Ithaca, New York	J.D.	(magna cum laude)
<b>Monash University</b>  Victoria, Australia	Ph.D. (Business & Commercial Law)	
<b>State University of New York at Buffalo</b> School of Social Sciences [Economics] Amherst, New York	B.A.	(summa cum laude)
<b>State University of New York at Buffalo</b> School of Social Sciences [Political Science] Amherst, New York	B.A.	(summa cum laude)

**TEACHING**

**Teaching Specialization/Interests**

Contracts; Commercial Law; Commercial Paper; Secured Transactions; Sales; Real Property; International Business Transactions; International Trade Law; Business Law; Business Organizations; Legal Environment of Business

## EXPERIENCE

### Academic

Huber Hurst Professor of Contract Law & Legal Studies	2005 to present
Chairperson, Department of Management & Legal Studies	2003 to 2006
Associate Professor of Legal Studies Warrington College of Business Administration University of Florida Gainesville, Florida	2002-2005
Awarded Tenure	2002
Assistant Professor of Legal Studies Warrington College of Business Administration University of Florida Gainesville, Florida	1999-2002
Assistant Professor of Business Law Graduate School of Business Administration University of Miami Coral Gables, Florida	1993-1999
Awarded Tenure	1999
Adjunct Professor, University at Buffalo Law School Amherst, New York	
<i>International Business Transactions</i>	1999
<i>Commercial Contract Practice</i>	1998

### Non-Academic

Attorney at Law North Tonawanda, New York Practice: General Business Law, Real Estate Law, Corporate Law	1984-1993
Town Court Prosecutor Wheatfield, New York	1986-1987
Attorney at Law Hodgson, Russ, Andrews Woods & Goodyear (Buffalo)	1982-1984

## Certification

Florida Bar  
New York Bar

## PUBLICATIONS

### Books and monographs

DiMATTEO, LARRY A., THE LAW OF INTERNATIONAL CONTRACTING (2d ed. Aspen/Kluwer Law International) (forthcoming)

DiMATTEO, ET AL., VISIONS OF CONTRACT THEORY: RATIONALITY, BARGAINING, AND INTERPRETATION (Carolina Academic Press 2007)

DiMATTEO, LARRY A. & DHOOGHE, LUCIEN, INTERNATIONAL BUSINESS LAW: A TRANSACTIONAL APPROACH (2d ed., Thomson/West) (2006)

DiMATTEO, ET AL., LAW OF INTERNATIONAL SALES: A CRITICAL ANALYSIS OF THE CISG (Cambridge University Press) (2005)

DiMATTEO, LARRY A., LAW OF INTERNATIONAL BUSINESS TRANSACTIONS (West Publishing 2003)

DiMATTEO, LARRY A., EQUITABLE LAW OF CONTRACTS: PRINCIPLES AND STANDARDS (Transnational Publishers 2001)

DiMATTEO, LARRY A., THE LAW OF INTERNATIONAL CONTRACTING (Kluwer Law International 2000)

DiMATTEO, LARRY A., CONTRACT THEORY: THE EVOLUTION OF CONTRACTUAL INTENT (Michigan State University Press 1998)

**Law Articles** (641 citations to work, including citations in 234 law reviews, 6 law cases (5 in Federal Courts, 1 in State Supreme Court, CISG Advisory Opinion, *Amicus Curiae* Brief to U.S. Supreme Court, and in Congressional Testimony)

DiMatteo, Larry A., *The Battle Between Contractarianism and Fiduciary Duties in Limited Liability Companies*, AMERICAN BUSINESS LAW JOURNAL (Special Issue, 2008).

DiMatteo, Larry A., *Resale Price Agreements No Longer Prohibited*, J. ACADEMY OF MARKETING SCIENCE (2008).

Thomas, Robert E. & DiMatteo, Larry A., *Harmonizing the International Law of Business Method and Software Patents: Following Europe's Lead*, 16 TEXAS INTELLECTUAL PROPERTY LAW JOURNAL 1 (2007) (lead article).



- DiMatteo, Larry A., Symposium: *The Enduring Legacy of Wood v. Lucy, Lady Duff-Gordon: Cardozo, Anti-Formalism, and the Fiction of Non-Interventionism*, PACE UNIVERSITY LAW REVIEW (2007).
- DiMatteo, Larry A. & Anenson, T. Leigh, *Teaching Law and Theory through Context: Contract Clauses in Legal Studies Education*, 24 JOURNAL OF LEGAL STUDIES EDUCATION 19 (2007) (Hoerber Award Winner for “Best Article”).
- DiMatteo, Larry A., *Penalties as Rational Response to Bargaining Irrationality*, 2006 MICHIGAN STATE LAW REVIEW 883 (2006) (Bargaining Power Symposium).
- DiMatteo, Larry A., *A Theory of Interpretation in the Realm of Idealism*, 5 DEPAUL BUSINESS & COMMERCIAL LAW JOURNAL 17 (2006).
- DiMatteo, Larry A. & Rich, Bruce L., *A Consent Theory of Unconscionability: An Empirical Analysis of Law in Action*, 33 FLORIDA STATE LAW REVIEW 1067 (2006).
- DiMatteo, Larry A., *Reason and Context: A Dual Track Theory of Interpretation*, 109 PENN STATE LAW REVIEW, 397-486 (2004) (lead article).
- DiMatteo, Larry A., Dhooge, Lucien, Greene, Stephanie, Maurer, Virginia & Pagnattaro, Marisa, *The Interpretive Turn in International Sales Law: An Analysis of Fifteen Years of CISG Jurisprudence*, 24 NORTHWESTERN JOURNAL OF INTERNATIONAL LAW & BUSINESS 299-440 (2004) (Ralph Bunche Award Winner).
- DiMatteo, Larry A., Dosanjh, Kiren, Frantz, Paul L., Bowal, Peter, & Stoltenberg, Clyde, *The Doha Declaration and Beyond: Giving a Voice to Non-Trade Concerns Within the WTO Trade Regime*, 36 VANDERBILT JOURNAL OF TRANSNATIONAL LAW 95-160 (2003)
- DiMatteo, Larry A., *Contract Talk: Reviewing the Historical and Practical Significance of the Principles of European Contract Law*, 43 HARVARD INTERNATIONAL LAW JOURNAL 569-581 (2002) (development essay)
- DiMatteo, Larry A., *International Internet Transactions and the New Problem of Business Method Patents*, 28 RUTGERS COMPUTER & TECHNOLOGY LAW JOURNAL 1 (2002).
- DiMatteo, Larry A., *A Theory of Efficient Penalty: Eliminating the Law of Liquidated Damages*, 38 AMERICAN BUSINESS LAW JOURNAL 633-733 (2001) (Hoerber Award Winner for “Best Article”)
- DiMatteo, Larry A., *The History of Natural Law Theory: Transforming Embedded Influences into a Fuller Understanding of Modern Contract Law*, 60 UNIVERSITY OF PITTSBURGH LAW REVIEW 839-921 (1999)

DiMatteo, Larry A., *Equity's Modification of Contract: An Analysis of the Twentieth Century's Equitable Reformation of Contract*, 33 NEW ENGLAND LAW REVIEW 265-364 (1999) (lead article)

DiMatteo, Larry A., *The CISG and the Presumption of Enforceability: Unintended Contractual Liability in International Business Dealings*, Vol. 22 YALE JOURNAL OF INTERNATIONAL LAW 111-170 (1997).

DiMatteo, Larry A., *The Counterpoise of Contracts: The Reasonable Person Standard and The Subjectivity of Judgment*, 48 SOUTH CAROLINA LAW REVIEW 293-356 (1997)

DiMatteo, Larry A., *An International Contract Law Formula: The Informality of International Business Transactions Plus The Internationalization of Contract Law Equals Unexpected Contractual Liability*, L=(ii)<sup>2</sup>, 23 SYRACUSE JOURNAL OF INTERNATIONAL LAW & COMMERCE 67-111 (1997).

Munter, Paul, Sacasas, Rene, & DiMatteo, Larry, *Employee Leasing's Legal Snares*, 79 JOURNAL OF MANAGEMENT ACCOUNTING 28-34 (1997).

DiMatteo, Larry A. & Meagher, Michael J., *Broken Promises: The Failure of the 1920's Native-American Irrigation and Assimilation Policies*, 19 UNIVERSITY OF HAWAII LAW REVIEW 1-36 (1997)

DiMatteo, Larry A., *The Downside of Technology: Managing "Human Factors" Liability*, 47 LABOR LAW JOURNAL 303-309 (1996).

DiMatteo, Larry A., *The Norms of Contracts: The Fairness Inquiry and the "Law of Satisfaction"--A Nonunified Theory*, Vol. 24 HOFSTRA LAW REVIEW 349-454 (1995).

DiMatteo, Larry A., *Managing the Legal Factor: The Legal Implications of Business Decision-Making*, 4 JOURNAL OF LEGAL STUDIES IN BUSINESS 165-181 (1995).

DiMatteo, L. & Sacasas, R., *Credit And Value "Comfort" Instruments: Crossing The Line From Assurance To Legally Significant Reliance And Toward A Theory of Enforceability*, 47 BAYLOR UNIVERSITY LAW REVIEW 357-423 (1995).

DiMatteo, L., Sacasas, R., & Munter, P., *Employee Leasing: Is It "A Safe Harbor"?*, 65 CPA JOURNAL 66-67 (Sept. 1995).

DiMatteo, L., *Depersonalization of Personal Service Contracts: The Search For A Modern Approach to Assignability*, 27 AKRON LAW REVIEW 407-443 (1994).

DiMatteo, L. and Wiesner, D., *Academic Honor Codes: A Legal and Ethical Analysis*, Vol. 19, SOUTHERN ILLINOIS UNIVERSITY LAW JOURNAL 49-106 (1994).

DiMatteo, L. & Furry, K., *Reciprocity: A Workable Standard For Foreign Government Antitrust Standing?*, 15 CORNELL INTERNATIONAL LAW JOURNAL 355-396 (1982).

DiMatteo, L., *Bank Participation in Export Trading Companies*, 5 ASILS INTERNATIONAL LAW JOURNAL 1 (1981).

### Miscellaneous Journal Articles

DiMatteo, Larry A., *The Value of Legal Studies Research*, 43 AMERICAN BUSINESS LAW JOURNAL 608 (2006) (editor's corner)

DiMatteo, Larry A. & Marsnik, Susan J., Active Learning in Legal Studies Education: Negotiating and Drafting of Contracts, 33 ACAD. LEGAL STUD. BUS. NAT'L PROCEEDINGS (2004).

DiMatteo, Larry A., *Resolving International Contract Disputes*, American Arbitration Association, DISPUTE RESOLUTION JOURNAL 75-79 (1998).

DiMatteo, Larry A., *Trade Dress Infringement Circa 1996*, 25 JOURNAL OF THE ACADEMY OF MARKETING SCIENCE 270-271 (1997).

DiMatteo, L. & Sacasas, R., *Employee Leasing*, 41 BUSINESS & ECONOMIC REVIEW 16-20 (1995).

DiMatteo, L., *Advertising Consultants Have Standing To Sue Under The Sherman Antitrust Act*, 22 JOURNAL OF THE ACADEMY OF MARKETING SCIENCE 92 (1994).

DiMatteo, L., *The "Letter" And The "Spirit" of Corporate Ethics Codes: A Re-Examination of Purpose*, 20 BUSINESS & PUBLIC AFFAIRS 7-12 (Fall 1994).

DiMatteo, L., *Advertisers Beware: The Seventh Circuit Gives The FTC Free Rein in Deciding Whether Advertising is Deceptive*, 22 JOURNAL OF THE ACADEMY OF MARKETING SCIENCE 89 (1994).

### Book Chapters

DiMatteo, Larry A. & Robert E. Thomas, "Unifying the International Law of Business Method and Software Patents" in THE GLOBAL CHALLENGE OF INTELLECTUAL PROPERTY RIGHTS (Robert Bird & Subhash Jain eds., Edward Elgar: 2008).

DiMatteo, Larry A. "Case Law Precedent and Legal Writing" in *METHODOLOGY OF CISG* (André Janssen & Olaf Meyer eds., Sellier Publishers, 2009)

## PROFESSIONAL

### Editorial and Officer Positions

Advisory Editor <b>American Business Law Journal</b>	2007 to present
National Delegate <b>Southeastern Academy of Legal Studies in Business</b>	2007 to present
Editor-in-Chief <b>American Business Law Journal</b>	2006
Senior Articles Editor <b>American Business Law Journal</b>	2003-2005
President <b>Southeastern Academy of Legal Studies in Business</b>	2006-7
President <b>International Law Section, Academy of Legal Studies in Business</b>	2003
Editorial Board <b>International Contract Adviser</b>	2002-2003
Staff Editor <b>American Business Law Journal</b> The Academy of Legal Studies in Business	1996-2003
Advisory Editor <b>International Business Law Journal</b> The Academy of Legal Studies in Business	2000-2003
Staff Editor <b>The Journal of Legal Studies Education</b> The Academy of Legal Studies in Business	1996-1999
Ad Hoc Reviewer, <b>Journal of Legal Studies in Business</b>	2004 to present
Ad Hoc Reviewer, <b>Journal of Public Policy &amp; Marketing</b>	2003-04

## Professional and honorary organizations

### Academic/University

Phi Beta Kappa

Order of the Coif

Editor-in-Chief, *American Business Law Journal* (2005-06)

President, Southeastern Academy of Legal Studies in Business (2006-07)

President, International Law Section, Academy of Legal Studies in Business, (2000-01)

## Grants and Awards

Ralph C. Hoeber Award (Best Article in Volume 24 of *Journal of Legal Studies Education*), Awarded by Academy of Legal Studies in Business, August 12, 2007.

Pacific Southwest Academy of Legal Studies in Business “Best Paper Award” (2006).

Ray August Award for Master Teacher of International Business Law, Academy of Legal Studies in Business (2005).

Ralph J. Bunche Award, “Best International Law Paper,” International Law Section of the Academy of Legal Studies in Business (2003).

Ralph C. Hoeber Award (Best Article in Volume 38 of *American Business Law Journal*), Awarded by Academy of Legal Studies in Business, August 11, 2001.

CIBER International Business Research Grant, 2000-01.

Certificate of Appreciation for Contribution to the Literature for the Advancement of Management Accounting, Institute of Management Accountants, 1996-97.

## Other Professional Activities

### Presenter:

Topic: “Drafting through Precedents: Forms, Templates & Statutes”

Sponsor: Emory Law School

Date: May 31, 2008; Atlanta

### Lecturer:

Topic: “International Business Method and Software Patents

Sponsor: McGill Law School

Date: March 27, 2008; Montreal

Judged:

Topic: Student Team, International Commercial Arbitration Moot  
Sponsor: University of Florida College of Law  
Date: February 25, 2008

Presenter:

Topic: "Sources of Law: A Comparative Analysis of Case & Arbitral Decisions Applying the CISG"  
Sponsor: Queen Mary Law School, University of London, Centre for Commercial Law Studies.  
Date: February 7, 2008; London

Presenter:

Topic: "Cardozo, Anti-Formalism, and the Fiction of Non-Interventionism"  
Sponsor: Pace University Law School  
Date: November 9, 2007; White Plains, NY

Presenter:

Topic: Survival of the Efficient?: An Economic Perspective on the CISG's Choice of Rules  
Sponsor: Southeastern Academy of Legal Studies in Business  
Date: November 2, 2007; Memphis, TN

Presenter/Panelist

Topic: "Alphabet Soup: How the UCC, CISG, UNIFROIT Principles, UETA, E-SIGN, and the U.N. Electronic Communications Convention Interact in International Sales of Goods"  
Sponsor: American Bar Association, Committee on Uniform Commercial Code  
Date: August 12, 2007; San Francisco

Presenter:

Topic: "Unifying the International Law of Software and Business Method Patents"  
Sponsor: University of Connecticut, CIBER: The Global Challenge of Intellectual Property Rights  
Date: May 12, 2007, Storrs, CT

Presenter:

Topic: "A View of Consent in International Contracts"  
Sponsor: International Contract Law Conference  
Date: February 24, 2007, Houston, Texas

Presenter:

Topic: “The Problem of Business Methods and Software Patents:  
Harmonizing the International Patent System?”  
Sponsor: Southeastern Academy of Legal Studies in Business  
Date: November 3, 2006, Savannah, Georgia

Presenter:

Symposium: “Power, Inequality & the Bargain”  
Topic: “Penalties as Rational Response to Bargaining Irrationality”  
Sponsor: Michigan State Law School  
Date: March 30, 2006

Guest Lecturer

Topic: “Comparative Corporate Governance”  
Sponsor: University of Catania (Italy)  
Date: (May 2-3, 2005)

Presenter:

Topic: Editing Manuscripts  
Sponsor: American Business Law Journal Staff Meeting  
Date: August 8, 2005, San Francisco, California

Co-Presenter:

Topic: “A Consent Theory of Unconscionability: An Empirical Study of  
Law in Action”  
Sponsor: Southeastern Academy of Legal Studies in Business  
Date: November 8, 2004, Miami, Florida

Panelist:

Topic: International Law Research and Publication  
Sponsor: Academy of Legal Studies in Business  
Date: August 18, 2004, Ottawa, Canada

Presenter:

Topic: Symposium: Integrating International Materials into the  
Classroom: “Using International Sales-Contract Law in the  
Classroom”  
Sponsor: Academy of Legal Studies in Business  
Date: August 18, 2004, Ottawa, Canada

Presenter:

Topic: Preparing Editorial Reviews of Manuscripts  
Sponsor: American Business Law Journal & Academy of Legal Studies in  
Business

Date: August 18, 2004, Ottawa, Canada

Presenter:

Topic: "Interpretation and Context: The Contextualist Turn in American Contract Law

Sponsor: Southeastern Academy of Legal Studies in Business

Date: October 10, 2002; Orlando, Florida

Presenter and Panelist

Topic: "The Interpretive Turn in International Sales Law: Analysis of 15 Years of CISG Jurisprudence"

Sponsor: Academy of Legal Studies in Business

Date: August 16, 2003; Nashville, Tennessee

Presenter

Topic: "Behavioral Economics and Contract Law: Testing for Heuristics in the Negotiation of a Penalty Clause"

Sponsor: Academy of Legal Studies in Business

Date: July 30, 2002; Las Vegas, Nevada

Lecturer:

Topic: "Foundations of Contract Law"

Sponsor: Boston University School of Management

Date: October 10, 2001

Lecturer:

Topic: "Liability Traps in the Convention on Contracts for the International Sale of Goods "

Sponsor: Bentley College

Date: September 25, 2001

Moderator and Panelist

Topic: "The Future of the WTO"

Sponsor: Academy of Legal Studies in Business

Date: August 10, 2001; Albuquerque, New Mexico

Lecturer

Topic: "The Law of Cyberspace"

Sponsor: The Chautauqua Institute

Date: June 26-28, 2001; Chautauqua, New York

Presenter (Symposium)

Topic: "International Internet Transactions and Business Method Patents"

Sponsor: Rutgers Computer & Technology Law Journal

Date: April 12, 2001



Moderator and Panelist

Topic: "Applying Law & Economics in Business Law Teaching and Research"  
Sponsor: Academy of Legal Studies in Business  
Date: August 11, 2000; Baltimore, Maryland

Presenter

Topic: "A Theory of Efficient Penalty"  
Sponsor: Academy of Legal Studies in Business  
Date: August 12, 2000; Baltimore, Maryland

Moderator

Topic: "Contract Law"  
Sponsor: Academy of Legal Studies in Business  
Date: August 12, 2000; Baltimore, Maryland

Presenter

Topic: "A Theory of Efficient Penalty: Eliminating the Law of Liquidated Damages"  
Sponsor: Hurst Research Seminar, Warrington College of Business, University of Florida  
Date: February 26, 2000

Lecturer

Topic: "Ethical Issues in the Global Business Arena"  
Sponsor: The Chautauqua Institute  
Date: July 3-6, 2000

Presenter

Topic: "Judicial Assault on Freedom of Contract: Reconciling Section 2-718 of the Uniform Commercial Code with Certainty of Contract"  
Sponsor: Academy of Legal Studies in Business  
Date: August 5, 1999; St. Louis, Missouri

Presenter

Topic: "Landmarks and Watersheds: Contract Law Scholarship in the 20<sup>th</sup> Century"  
Sponsor: Academy of Legal Studies in Business  
Date: August 7, 1999; St. Louis, Missouri

Panelist

Topic: "Publishing in Business Journals"

Judge  
Sponsor: Academy of Legal Studies in Business  
Date: August 5, 1999; St. Louis, Missouri  
Topic: "Master Teacher Symposium"  
Sponsor: Academy of Legal Studies in Business  
Date: August 4, 1999; St. Louis, Missouri

Moderator  
Topic: "Law and Ethics"  
Sponsor: Association of Practical & Professional Ethics  
Date: February 27, 1999, Washington, D.C.

Presenter  
Topic: "The CISG, the Practitioner, and the Entrepreneur"  
Sponsor: Brandeis School of Law, University of Louisville  
Date: February 12, 1999

Presenter  
Topic: "The Evolution of Contractual Intent"  
Sponsor: Stetson Law School, Tampa, Florida  
Date: January 8, 1999

Guest Lecturer  
Topic: "Contract Law and the Objective-Subjective Dialectic"  
Sponsor: Loyola School of Law, New Orleans, Louisiana  
Date: November 11, 1998

Presenter  
Topic: "Equity's Modification of Contract: An Analysis of the Twentieth Century's Equitable Reformation of Contract Law"  
Sponsor: Academy of Legal Studies in Business  
Date: August 20, 1998; San Diego, California

Presenter  
Topic: "The 10th Anniversary of the Convention for the International Sale of Goods"  
Sponsor: Academy of Legal Studies in Business  
Date: August 20, 1998; San Diego, California

Presenter  
Topic: "The Inner Experience of Law: The Judicial Mind, Contract Law, and the Objective-Subjective Dialectic"  
Sponsor: Academy of Legal Studies in Business  
Date: August 20, 1998; San Diego, California

Guest Lecturer

Topic: "Commercial Contract Practice"  
Sponsor: University at Buffalo Law School  
Date: January 5-9, 1998; Amherst, New York

Presenter

Topic: "The Evolution of Equity in Contract"  
Sponsor: Hurst Research Seminar--University of Florida  
Date: February 13-15, 1997

Panelist

Topic: "Incorporating the CISG into the Business Law Curriculum"  
Sponsor: Academy of Legal Studies in Business  
Date: August 14, 1997; Atlanta, Georgia

Presenter

Topic: "A Theory of Contractual Justice"  
Sponsor: Academy of Legal Studies in Business  
Date: August 16, 1997; Atlanta, Georgia

Presenter

Topic: "International Business Correspondence and Unintended Contractual Liability"  
Sponsor: Faculty, Cornell School of Hotel Administration  
Date: February 4, 1997; Ithaca, New York

Presenter

Topic: "The CISG and the Internationalization of Contracts"  
Sponsor: Academy of Legal Studies in Business  
Date: August 15, 1997; Atlanta, Georgia

Moderator

Topic: "Incorporating ADR into the Business Law Curriculum"  
Sponsor: Academy of Legal Studies in Business  
Date: August 13, 1997; Atlanta; Georgia

Presenter

Topic: "The CISG"  
Sponsor: Academy of Legal Studies in Business  
Date: August 9, 1996; Quebec City, Canada

Moderator

Topic: Constitutional Law

Sponsor: Academy of Legal Studies in Business  
Date: August 11, 1994; Dallas, Texas

Presenter

Topic: "Academic Honor Codes: A Legal And Ethical Analysis"  
Sponsor: Academy of Legal Studies in Business  
Date: August 11, 1994; Dallas, Texas

S. SELCUK ERENGUC  
Professor of Information Systems and Operations Management  
The University of Florida

### EDUCATIONAL BACKGROUND

B.B.A., American University of Beirut, June 1971  
M.B.A., American University of Beirut, March, 1974  
D.B.A., Indiana University, September 1980

### ACADEMIC APPOINTMENTS

Senior Associate Dean and Director of the Hough Graduate School of Business, Warrington College of Business Administration, January 2004 to present

PricewaterhouseCoopers Professor of Decision and Information Sciences, July 1999 to August 2009.

Chairman, Department of Decision and Information Sciences, August 1993 to December 2002.

American Economic Institutions Professor of Decision and Information Sciences, July 1997-July 1999.

Knight-Ridder Professor of Decision and Information Sciences, August 1992 to August 1993, and August 1994 to July 1997

Visiting Professor of Operations Management, Consortium International Master of Business Administration, Asolo, Italy, 1998.

Visiting Professor of Operations Management International Institute of Business Studies, Pordenone, Italy and Munich Germany, 1992.

Professor of Decision and Information Sciences, Department of Decision and Information Sciences, University of Florida, 1991 to present.

Associate Professor of Decision and Information Sciences, Department of Decision and Information Sciences, University of Florida, July, 1987 to July 1991. (**Tenure awarded 1987**)

Member of the Graduate Faculty, University of Florida, 1983 to present.

Assistant Professor of Decision and Information Sciences, Department of Decision and Information Sciences, University of Florida, August, 1982 to July, 1987.

Assistant Professor of Management Science, Academic Faculty of Management Sciences, The Ohio State University, Columbus, Ohio, September, 1981 to July, 1982.

## **Selcuk Erenguc**

Visiting Assistant Professor of Quantitative Business Analysis, Department of Quantitative Business Analysis, Indiana University, Bloomington, Indiana, August 1980 to June 1981.

Part-time Lecturer of Quantitative Business Analysis, Department of Quantitative Business Analysis, Indiana University, Bloomington, Indiana, August, 1979 to May, 1980.

Associate Instructor of Quantitative Business Analysis, Department of Quantitative Business Analysis, Indiana University, Bloomington, Indiana, August, 1978 to May, 1979.

Lecturer of Statistics, Academy of Commercial and Economic Sciences, Adana, Turkey, March, 1973 to December, 1976.

### **TEACHING**

#### **Taught Courses in the Following Areas:**

Enterprise Resource Planning, Manufacturing Planning and Control, Mathematical Programming, Production and Operations Management, Project Management, Simulation, Supply Chain Management, Statistics.

#### **Dissertation Committees Served on:**

Served as chair, co-chair or committee member on more than 50 dissertation committees, most of which were either in Business Administration or Industrial and Systems Engineering.

### **PUBLICATIONS**

#### **Publications in Refereed Journals:**

"Some Branch-and-Bound Procedures for Fixed-Cost Transportation Problems," Naval Research Logistics Quarterly, Vol. 31, No. 1, March, 1984, pp. 145-154. (with A.V. Cabot)

"A Non-Dual Approach to Sensitivity Analysis - The Right-Hand-Side Case," Decision Sciences, Vol. 16, No. 2, Spring, 1985, pp. 223-229. (with H. R. Fogler and A. Majthay)

"An Algorithm for Solving a Structured Class of Linear Programming Problems," Operations Research Letters, Vol. 4, No. 6, April, 1986, pp. 293-299.

"The Interactive Fixed Charge Linear Programming Problem," Naval Research Logistics Quarterly, Vol. 33, No. 2, May, 1986, pp. 157-177. (with H. P. Benson)

"Improved Penalties for Fixed Cost Linear Programs Using Lagrangean Relaxation," Management Science, Vol. 32, No. 7, July, 1986, pp. 856-869. (with A.V. Cabot)

**Selcuk Erenguc**

"On the Weighted Selection Algorithm for Certain Linear Programs with Nested Constraint Coefficients," Operations Research, Vol. 34, No. 4, July-August, 1986, pp. 650-653. (with H. P. Benson)

"A Branch and Bound Algorithm for Solving a Class of Nonlinear Integer Programming Problems," Naval Research Logistics Quarterly, Vol. 33, No. 4, November, 1986, pp. 559-567. (with A.V. Cabot)

"A Branch and Bound Algorithm for a Single-Item Multi-Source Dynamic Lot Sizing Problem with Capacity Constraints," IIE Transactions, Vol. 19, No. 1, March, 1987, pp. 73-80. (with S. Tufekci)

"Multiproduct Dynamic Lot-Sizing Model with Coordinated Replenishments," Naval Research Logistics, Vol. 35, No. 1, February, 1988, pp. 1-22.

"A Transportation Type Aggregate Production Model with Bounds on Inventory and Backordering," European Journal of Operational Research, Vol. 35, No. 3, June, 1988, pp. 414-425. (with S. Tufekci)

"Using Convex Envelopes to Solve the Interactive Fixed-Charge Linear Programming Problem," Journal of Optimization Theory and Applications, Vol., 59, No. 2, November, 1988, pp. 223-246. (with H. P. Benson)

"Multi-Item Inventory Models with Co-ordinated Replenishments: A Survey," International Journal of Operations and Production Management, Vol. 8, No. 1, 1988, pp. 63-73. Also reprinted in Operations Management Bibliographies and Reviews Vol. 14, No. 2, 1988, pp. 5-15. (with Y. Aksoy)

"On the Joint Lot-Sizing Problem with Zero Setup Costs," Decision Sciences, Vol. 20, No. 4, Fall, 1989, pp. 669-676. (with H. M. Mercan)

"A Multifamily Dynamic Lot-Sizing Model with Coordinated Replenishments," Naval Research Logistics, Vol. 37, No. 4, August, 1990, pp. 539-558. (with H. M. Mercan)

"An Algorithm for Concave Integer Minimization over a Polyhedron," Naval Research Logistics, Vol. 37, No. 4, August, 1990, pp. 515-525. (with H. P. Benson)

"Minimizing Misclassifications in Linear Discriminant Analysis," Decision Sciences, Vol. 21, No. 1, Winter, 1990, pp. 63-85. (with G. J. Koehler)

"A Branch and Bound Algorithm for a Single Item Nonconvex Dynamic Lot Sizing Problem with Capacity Constraints," Computers and Operations Research, Vol. 17, No. 2, 1990, pp. 199-210. (with Y. Aksoy)

**Selcuk Erenguc**

"Survey of Mathematical Programming Models and Experimental Results for Linear Discriminant Analysis," Managerial and Decision Economics, Vol. 11, No. 4, 1990, pp. 215-225. (with G. J. Koehler)

"A Note on Adapting Methods for Continuous Global Optimization to the Discrete Case," Annals of Operations Research, Vol. 25, 1990, pp. 243-252. (with H.P. Benson and R. Horst)

"An Algorithm for Indefinite Integer Quadratic Programming," Computers and Mathematics with Applications, Vol. 21, No. 6/7, 1991, pp. 67-76. (with H. P. Benson)

"Solving Time/Cost Trade-off Problems with Discounted Cash Flows Using Generalized Benders Decomposition," Naval Research Logistics, Vol. 40, No. 1, 1993, pp. 25-50. (with S. Tufekci and C. Zappe)

"A Multi-Family Dynamic Lot-Sizing Problem with Coordinated Replenishments: A Heuristic Procedure," International Journal of Production Research, Vol. 31, No. 1, 1993, pp. 173-189. (with H. M. Mercan)

"Project Scheduling Problems: A Survey," International Journal of Operations and Production Management, Vol. 13, No. 11, 1993, pp. 80-91. (with O. Icmeli and C. Zappe)

"A Polynomial Algorithm for a Multi-Item Capacitated Production Planning Problem," Operations Research Letters, Vol. 13, No. 5, 1993, pp. 287-293. (with M. Denizel-Sivri)

"A Branch and Bound Procedure for Setup Problems on Flexible Manufacturing Systems," Production and Operations Management, Vol. 2, No. 4, 1993, pp. 289-305. (with M. Denizel-Sivri)

"A Tabu Search Adaptation to Resource Constrained Project Scheduling Problem with Discounted Cash Flows," Computers and Operations Research, Vol. 21, No. 8, 1994, pp. 841-854. (with O. Icmeli)

"Multiple Stage Production Planning Research: History and Opportunities". International Journal of Operations and Production Management, Vol. 16, No. 6, 1996, pp. 25-40. (with N. C. Simpson)

"A Branch and Bound Procedure for the Resource Constrained Project Scheduling Problem with Discounted Cash Flows." Management Science, Vol. 42, No. 10, 1996, pp. 1395-1408. (with O. Icmeli)

"Convex Envelope Results and Strong Formulations for a Class of Integer and Mixed Integer Problems," Naval Research Logistics, Vol. 43, No. 4, 1996, pp. 503-518. (with M. Denizel-Sivri and H. Sherali)



## Selcuk Erenguc

"The Resource Constrained Time/Cost Tradeoff Project Scheduling Problem with Discounted Cash Flows," Journal of Operations Management, Vol. 14, No. 3, 1996, pp. 255-275. (with O. Icmeli)

"Dynamic Lot Sizing with Setup Cost Reduction," European Journal of Operational Research, Vol. 100, 1997, pp. - 537 -549. (with M. Denizel and H. P. Benson)

"Exact Solution Procedures for a Class of Production Planning Problems in Flexible Manufacturing Systems," Computers and Operations Research, Vol.24, No. 11, 1997, pp. 1043-1055. (with M. Denizel-Sivri)

"Resource Constrained Project Scheduling Problem with Multiple Crashable Modes: A Heuristic Procedure", European Journal of Operational Research, Vol. 107, 1998, pp. 250-259. (with T. Ahn)

"A Methodology for Integrating cell Formation and Production Planning in Cellular Manufacturing," Annals of Operations Research, Vol.77, 1998, pp. 1 – 21. (with J. Schaller and A. Vakharia)

"Improved Heuristic Methods for Multiple Stage Production Planning," Computers and Operations Research, Vol. 25, No: 7-8, 1998, pp. 611-623. (with N. C. Simpson)

"Optimization Based Audit Planning: A Spreadsheet Modeling Approach," Internal Auditing, July – August 1998, pp. 16–23. (with N. S. Erenguc)

"Integrated Production/Distribution Planning in Supply Chains: An Invited Review," European Journal of Operational Research, Vol. 115, 1999, pp. 219-236. (with N. Simpson and A. Vakharia)

"Integrating Quality as a measure of Performance in Resource-Constrained Project Scheduling Problems," Project Scheduling: Recent Models, Algorithms and Applications, Ed., Jan Weglarz, Kluwer Publishing, 1999 (with O. Icmeli-Tukel).

"A mathematical Approach for Integrating the Cell Design and Production Planning Decision," International Journal of Production Research, Vol. 38, No:16, 2000,pp. 3953-3971 (with J. Schaller and A. Vakharia).

"Modeling the Order Picking Function in Supply Chain Management Systems: Formulation, Implementation and Insights," IIE Transactions, Vol. 32, No:2, 2001, pp. 119-130 (with N. C. Simpson).

"Resource Constrained Project Scheduling Problem with Multiple Crashable Modes: An Exact Solution Method," Naval Research Logistics, Vol.48, 2001, pp.107-127 (with T. Ahn and D. G. Conway).

## Selcuk Erenguc

“Tool Capacity Planning in Semi-Conductor Manufacturing,” Computers and Operations Research, Vol.30, No:9, 2003, pp.1349-1366 (with B. Catay and A. Vakharia).

“ Outsourcing Inventory Management Decisions in Healthcare: Models and Applications,” European Journal of Operational Research, Vol. 154, No:1, 2004 pp. 271-290 (with L. Nicholson and A. Vakharia).

“Capacity Allocation with Machine Duplication in Semi-Conductor Manufacturing.” Naval Research Logistics, Vol. 52, No. 7, 2005, pp. 659-667 (with B. Catay and A. Vakharia).

“ Modeling Multiple Stage Manufacturing Systems with Generalized Costs and Capacity Issues,” Naval Research Logistics, Vol. 52, No. 6, 2005, pp. 560-570 (with N.C. Simpson).

“A Methodology for Component Grouping and Printed Circuit Board Scheduling in an Openshop Manufacturing Environment,” International Journal of Advanced Manufacturing Technology, Vol. 29, 2006, pp. 980-989(with B. Catay and A. Vakharia).

"Resource-Constrained Project Scheduling Problem: A Hybrid Neural Approach," Perspectives in Modern Scheduling, Eds. Jan Weglarz and Joanna Jozefowska, 2006 (with A. Agarwal and S. Colak).

“Provider Selection and Task Allocation Issues in Networks with Different QoS Levels and All You Can Send Pricing,” Decision Support Systems , Vol.43, No.2, 2007, pp.375-389 (with N. Kasap and H. Aytug).

“Optimal Requirement Allocation Among Quantity-Discount Quoting Suppliers,” Operations Management Research, Vol.1, No.1, 2008, pp. 53-60 (with Gerard Burke and Asoo Vakharia).

“ A Neurogenetic Approach for the Resource-Constrained Project Scheduling Problem,” Computers and Operations Research, Vol. 38, No.1, pp. 44-50, January 2011, (with A. Agarwal and S. Colak)

“ Multi-Mode Resource-Constrained Project Scheduling Problem with Renewable Resources: New Solution Approaches,” Journal of Business and Economics Research, forthcoming, 2013, (with A. Agarwal and S. Colak)

### **Publications in Refereed Proceedings:**

“Fixed Charge Transportation Problems and Equivalent Integer Programming," Proceedings, 12th Annual Meeting, American Institute for Decision Sciences, Vol. 2, November, 1980, pp. 123-125. (with A. V. Cabot)

## Selcuk Erenguc

"An Algorithm for a Single Item Multi- Source Dynamic Lot Sizing Problem with Capacity Constraints," Proceedings, 16th Annual Meeting, American Institute for Decision Sciences, November 1984, pp. 695-699. (with S. Tufekci)

"A Branch and Bound Algorithm for a Multi-Product Dynamic Lot Sizing Model with Individual and Joint Setup Costs," Proceedings, 1985 Annual Meeting, American Institute for Decision Sciences, Las Vegas, Vol. 1, November, 1985, pp. 434-436.

"On A Class of Capacitated Dynamic Lot Sizing Problems," Proceedings, 1987 Annual Meeting, Decision Sciences Institute, Boston, Vol. 2, November, 1987, pp. 669-670. (with Y. Aksoy)

"A Multi-Family Capacitated Dynamic Lot-Sizing Model With Coordinated Replenishments," Proceedings, 1988 Annual Meeting, Decision Sciences Institute, Las Vegas, Vol. 2, November, 1988, pp. 1130-1132. (with H. M. Mercan)

"A Multi-Family Capacitated Dynamic Lot-Sizing Model with Coordinated Replenishments: A Heuristic Procedure," Proceedings, 1989 Annual Meeting, Decision Sciences Institute, New Orleans, Vol. 2, November, 1989, pp. 974-976. (with H. M. Mercan)

"Production Planning in A Flexible Manufacturing Environment," Proceedings, 1991 Annual Meeting, Decision Sciences Institute, Miami, pp. 1206-1208. (with M. Denizel-Sivri)

"An Improved Heuristic for Multiple Level Lot Sizing," Proceedings, 1993 Annual Meeting of the Decision Sciences Institute, Boston, 1993, (with N. C. Simpson)

"The Resource Constrained Project Scheduling Problem with Multiple Crashable Modes: A Heuristic Procedure," Proceedings, The Fifth International Workshop in Project Management and Scheduling, Poznan, Poland, 1996, pp. 23-26. (with T. Ahn)

"Cell Design under Time-Varying Demand: Integrating Cell Formation and Production Planning," Proceedings, 1996 Annual Meeting of the Decision Sciences Institute, Orlando, 1996, pp. 1267-69. (with J. E. Schaller and A. Vakharia)

"Using Quality as a Measure of Performance in Constrained Project Scheduling," Proceedings, The Sixth International Workshop in Project Management and Scheduling, Istanbul, Turkey, 1998, pp. 54-57. (with O. Icmeli Tukel)

"Planning and Controlling Multiple Interdependent Projects: A Case Study," Proceedings, The Sixth International Workshop in Project Management and Scheduling, Istanbul, Turkey, 1998, p. 31. (with H. Demirkan).

"Resource Constrained Project Scheduling: The Augmented Neural Network Approach", extended abstract, Proceedings of the 9th International Workshop in Project Management and Scheduling, Nancy, France, 2004. (with A. Agarwal and S. Colak)

## **Selcuk Erenguc**

" Non-Greedy Heuristics and Adaptive Metaheuristics for the Multi-Mode Resource-Constrained Project-Scheduling Problem with Renewable Resources", extended abstract, Proceedings of the 10th International Workshop in Project Management and Scheduling, Poznan, Poland, 2006. (with A. Agarwal and S. Colak)

" The Resource Constrained Project Scheduling with Multiple Crashable Modes: A Heuristic Approach," Abstract in INFORMS conference proceedings, San Francisco, 2005. (with A. Agarwal and S. Colak)

### **Papers Presented at Professional Meetings**

More than 60 papers presented at professional meetings

### **Book Review**

"Elements of Simulation," Morgan, Byron J.T., Interfaces, Vol. 18, No. 3, May-June, 1988, pp. 120-121.

### **Papers Submitted for Publication**

“The Multi-Mode Resource-Constrained Project-Scheduling Problem with Renewable Resources: New Solution Approaches”, (with S. Colak and A. Agarwal)

### **GRANTS**

Project leader, SAP Software Grant, worth \$1,200,000, 1998

### **PROFESSIONAL ACTIVITIES**

Member, INFORMS

Member, Decision Sciences Institute

Member, Production and Operations Management Society

Associate Editor, Journal of Operations Management ( 1995 to 2002)

Editorial Advisory Board, Journal of Operations Management (2002- )

Associate Editor, Naval Research Logistics (1989 to 2003)

Area Editor, Production and Operations Management (1997 to 2003 )

Special Issue Co-Editor, Naval Research Logistics ( 1987 – 1988)

Special Issue Co-Editor, Managerial and Decision Economics (1989-1990)

Special Issue Editor, Journal of Operations Management (1988-1989, 1993-1994)

Special Issue Co-Editor, Computers and Operations Research ( (1991-92)

Special Issue Editor, IEEE Transactions on Engineering Management (1992-1993)

Special Issue Editor, Production and Operations Management (1994-1995)

Special Issue Co-Editor, European Journal of Operational Research ( 1998-1999)

## **Selcuk Erenguc**

Ad-Hoc Referee for: Annals of Operations Research  
Computers and Operations Research  
Decision Sciences  
European Journal of Operational Research  
International Journal of Operations and Production Management  
Journal of Operations Management  
Management Science  
Mathematics of Operations Research  
Naval Research Logistics  
Operations Research  
Production and Operations Management

Program Chair, INFORMS meeting, Miami, November 2001  
Track Chair for MS/OR Techniques, Models and Applications, Decision Sciences Institute Meeting, San Diego November, 2002  
Chaired numerous sessions in the National and International meetings of the Professional Organizations of which I am a member.

## **REFERENCES**

Provided upon request

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**Experience:**

- 8/09 – present      **University of Florida**  
William R. Hough Visiting Professor of Finance, Department of Finance, Insurance and Real Estate, Warrington College of Business Administration. Teaching responsibilities include classes in asset allocation and investment strategy, emerging markets finance, and corporate finance. Research interests include liquidity, financial panics, and mutual fund flows and asset returns.
- 10/04 --1/09      **ING Investment Management**  
Investment Strategist and member of the Asset Allocation Committee. Responsible for helping formulate and market the investment strategy for \$18 billion in asset allocation and balanced funds. Member of the firm's asset allocation committee. Co-manager of ING's Strategic Allocation mutual funds. Principal author of the monthly *Asset Allocation Views* and *Market Review* reports.
- 10/02 – 10/04      **Heckman Global Advisors** (now a subsidiary of Mesirow Financial)  
Managing Director, principally responsible for managing the group's global and emerging market equity allocation products. Duties included managing consulting projects in country and sector allocation for global fund managers.
- 5/97 to 10/02      **Salomon Smith Barney**  
Director and Market Strategist, responsible for managing the Global Asset Allocation group's global and emerging market products. Principal author of the *All-Country Equity Allocator* and *Emerging Market Equity Allocator*, monthly publications providing country allocation recommendations for institutional investors.  
  
Salomon Smith Barney's Global Asset Allocation group was voted either number one or number two in asset allocation in *Institutional Investor's* Global Research Team polls during 1999-2002, and was voted number one in Quantitative Analysis in the 2000 poll.
- 1/86 to 4/97      **J.P. Morgan & Co.**  
Vice President and economist. Editor of the *Daily Economic Briefing*, and co-editor of *Global Data Watch* and *Global Markets*.  
  
Vice President and head of J.P. Morgan's Emerging Market Economics group, supervising 11 professionals worldwide. Editor of the quarterly *Emerging Markets Economic Outlook* and the *Emerging Markets Economic Weekly*.  
  
Voted number one in Latin American macroeconomics in *Institutional Investor's* Latin America Research Team survey, June 1993.

Vice President, Economic Research Department. Responsible for analyzing regulatory and competitive issues in international banking and securities markets.

8/81 to 12/85

**Federal Reserve Bank of Philadelphia**

Economist, Banking and Financial Markets Section, Research Division. Duties included current analysis and applied research in banking and securities markets.

8/76 to 8/79

**Board of Governors of the Federal Reserve System**

Economist, Financial Studies Section, Division of Research and Statistics. Worked on long-term research on policy issues in banking.

**Education:**

The Wharton School, University of Pennsylvania. Ph.D. in Business Economics, 1990. Concentration in monetary economics and econometrics.

School of Advanced International Studies, The Johns Hopkins University. M.A. with Distinction, May 1976. Concentration in international economics and Latin American studies.

Northwestern University. B.A. in economics, June 1973. Attended on the Oliver Bishop Harriman Scholarship of the American Foreign Service Association.

**Teaching experience:**

Adjunct Associate Professor, Finance Department, Stern School of Business, New York University, 1989-2009. Courses taught included policymaking in financial institutions, money and banking, and emerging markets finance.

Lecturer, Finance Department, The Wharton School, 1983-85. Taught commercial bank management.

**Publications:**  
Refereed

“Sovereign Spreads and Emerging Market Equity Returns” (with Leila Heckman), *Journal of Portfolio Management* (Fall 2003).

“The Risk Structure of Postbellum U.S. Deposit Rates,” *Explorations in Economic History*, vol. 36 (October 1999).

“Carrying Costs and Treasury Bill Futures,” *Journal of Portfolio Management*, vol. 12, no.1 (Fall 1985).

“The Implicit Returns on Bankers’ Balances,” *Journal of Money, Credit, and Banking*, vol. 15, no. 4 (November 1983).

“Feedback Effects in the Market Regulation of Bank Leverage: A Time Series and Cross-Section Analysis,” *Review of Economics and Statistics*, vol. 62, no. 2 (May 1980).

“Bankers’ Balances, Demand Deposit Interest, and Agricultural Credit before the Banking Act of 1933,” *Journal of Money, Credit and Banking*, vol.11, no. 4 (November 1979).

Not refereed

“Mid-term Elections and the Stock Market,” Financial Network *Investment Notes* (October 2010)

“The Political Cycle and Stock Market Performance,” *ING Insights* (July 2006)

"Estimating the Equity Premium across Countries," Salomon Smith Barney (October 23, 2002)

"Running with the Bulls: Using Information on Emerging Market Mutual Funds' Holdings in Asset Allocation," Salomon Smith Barney (January 25, 2002).

"Sovereign Spreads, Crises, and Emerging Market Equity Returns." Salomon Smith Barney (September 10, 2001).

"Reducing Risk in an Emerging Markets Portfolio: Strategies to Limit Losses in Falling Markets," Salomon Smith Barney (March 20, 2001).

"Turning Volatility to Advantage: Using Volatility and Downside Risk in Deciding How Much to Allocate to the Emerging Markets," Salomon Smith Barney (February 16, 2001).

"Flowing My Way? Using Mutual Fund Flow Data in International Asset Allocation," Salomon Smith Barney (November 30, 1999).

"Interest Rates and Country Allocation Strategies," (with Leila Heckman) in Ross Paul Bruner, ed., *Global Equity Selection Strategies*. Chicago: Glenlake, 1998).

"Sharper Estimates of Policy Rates from Futures," (J.P. Morgan), August 1996.

"The Future of the German Government Bond Market: Proposals for Change" (with Richard Roll), J.P. Morgan, December 22, 1995.

"Modeling the High-Yielders: Australia and Canada," J.P. Morgan Markets Research note, December 6, 1995.

"Risk Premia in U.S. Treasuries," J.P. Morgan, Markets Research note, November 30, 1995.

"East Asia's Shifting Sources of Growth," Economic Research note, J.P. Morgan *Emerging Markets Economic Weekly*, March 11, 1994.

Comment on Yakov Amihud's "Exchange rates, the macroeconomic environment, and the firm in Yakov Amihud and Richard Levich, *Exchange Rates and Corporate Performance*. New York NYU Press, 1994.

"Growth and Investment in Latin America," *World Financial Markets* (J.P. Morgan), July/August 1992.

"U.S. Deposit Insurance Reform," *World Financial Markets* (J.P. Morgan), Issue 1, January 25, 1991.

"Wrestling with Glass-Steagall," *The World in 1990* (Economist annual survey), 1990.

"The Future of the U.K. Gilt-edged Market: Proposals for Change," *Current Economic Issues* (J.P. Morgan), Special Issue, March 7, 1989.

"Canada's Financial Liberalization," *Morgan Economic Quarterly* (December 1987).

"Trading Foreign Securities through ADRs," *Morgan Economic Quarterly* (March 1987).



“Regulating Risk in Banking,” *Morgan Economic Quarterly* (September 1986).

“Focus on: Swaps,” *Morgan Economic Quarterly* (June 1986). Reprinted as “Interest Rate and Currency Swaps,” *Commercial Lending Review*, vol. 1, no. 4 (Fall 1986).

“The Private Costs of Bank Failures: Some Historical Evidence,” Federal Reserve Bank of Philadelphia *Business Review* (March/April 1986).

“New Markets in Foreign Currency Options,” Federal Reserve Bank of Philadelphia *Business Review* (July/August 1984). Reprinted in Robert E. Baldwin and David Richardson, eds., *International Trade and Finance: Readings*, 3<sup>rd</sup> Edition (Boston: Little Brown and Co., 1985).

“Is the Prime Rate Still First Choice? Federal Reserve Bank of Philadelphia *Business Review* (May/June 1983) Reprinted in *Kinyu* (Federation of Bankers Associations of Japan, March 1984).

“The Regulation of bank Trading in Interest Rate Futures,” in *Below the Bottom Line: The Use of Contingencies and Commitments by Commercial Banks*. Staff Studies No. 113, Board of Governors of the Federal Reserve System (January 1982).

**Consulting:** Market Strategist for the Cetera Financial Group, a Los Angeles-based financial advisory and brokerage firm and member of its Investment Committee.

Consultant to EPFR Global, a provider of asset allocation and fund flow data to international market participants.

**Languages:** Spanish, since childhood.  
French, reading ability.

**Media:** Appears regularly on CNBC, Bloomberg TV (hosted Open Exchange show twice), and Fox Business News, and is interviewed on Bloomberg radio and NPR. Quoted frequently in the *Wall Street Journal*, *New York Times*, and the *Financial Times*.

**VITA  
JOHN KRAFT**

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Status: Married

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WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION  
Heavener School of Business  
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FAX: (352) 392-2086  
EMAIL: John.Kraft@warrington.ufl.edu

**ACADEMIC EXPERIENCE**

1990-Present	Dean, Warrington College of Business Administration, Heavener School of Business Fisher School of Accounting Hough Graduate School of Business University of Florida
2011 - Present	Aarhus University Business School, Advisory Board
2009 - Present	United Arab Emirates Business School, Advisory Board
2006 - Present	Teaching at Helsinki School of Economics and at Aarhus School of Business.
2004 -	Academy of Management, Bishket Krygzstan Fulbright Specialist.
1993-2000	University of West Indies Advisory Board
1986-1990	Dean, College of Business, Arizona State University
1981-1986	Associate Dean, College of Business Administration, University of Florida
1980-1986	Professor of Real Estate, College of Business Administration, University of Florida
1985-1986	Director, Center for Business Policy and Entrepreneurship, College of Business Administration, University of Florida
1980-1983	Director, Bureau of Economics and Business Research, University of Florida
1977-1979	Professor-Lecturer, College of Business Administration, Georgetown University (part-time)

1975-1980 Professor-Lecturer, Department of Economics,  
George Washington University (part-time)

1970-1974 Assistant Professor, Department of Economics,  
University of Florida (on leave 1972-1973 as a Brookings Institution  
Economic Policy Fellow)

#### ADMINISTRATIVE AND GOVERNMENT EXPERIENCE

1977-1980 National Science Foundation, Program Manager, Public Policy Regulation,  
Division of Applied Research.

1974-1977 Federal Energy Administration, Acting Deputy Assistant Administrator,  
Economic-Impact Analysis (1976-77); Director, Office of Macroeconomics  
(1975-76); Director, Division of Econometric Modeling (1974-77).

1972-1973 Brookings Institution Economic Policy Fellow, Positions at  
the Cost of Living Council, the Department of Housing and Urban  
Development, and the Price Commission.

1968-1970 U.S. Bureau of Mines, Economist and Mathematician, Mineral Resource  
Division.

#### EDUCATION

1966	B.S.	Mathematics, St. Bonaventure University
1970	M.A.	Economics, University of Pittsburgh
1971	Ph.D.	Economics, University of Pittsburgh

#### DIRECTORSHIPS

##### Private

Director, Kroy, Inc., Scottsdale, Arizona  
Director, Greyhound Financial Corporation, Greyhound Corporation, Phoenix, Arizona  
Director, Citibank of Arizona, Phoenix, Arizona

##### Public

Director, Graduate Management Admission Council  
President, Arizona State University Research Park, Tempe, Arizona  
Director, Arizona State Research Institute, Tempe, Arizona  
Director, ASU Research Park Advisory Board, Tempe, Arizona  
Director, The Washington Campus, Washington, D.C.  
Director, The Economic Club of Phoenix, Phoenix, Arizona  
Director, INROADS/Phoenix, Inc., Phoenix, Arizona  
Director, Valley of the Sun United way, Tempe, Arizona  
Member, Board of Directors Beta Gamma Sigma, National Business Honor Society  
Director, University of Florida Research Park, Gainesville Florida

## HONORS AND FELLOWSHIPS

Beta Gamma Sigma, 1984  
Outstanding Performance Award, National Science Foundation, 1979  
Certificate of Special Achievement, Federal Energy Administration, 1976  
Superior Service Award, Federal Energy Administration, 1975  
Certificate of Special Achievement, Federal Administration, 1975  
Meritorious Service Award, Federal Energy Administration, 1974  
Bookings Institution Economic Policy Fellow, 1972-73

Meritorious Service Award, Price Commission, 1973  
National Science Foundation Traineeship, University of Pittsburgh, 1969-70  
National Defense Education Act Fellowship (Title IV), University of Pittsburgh, 1969-70  
Delta Epsilon Sigma, National Scholastic Honorary, Magna Cum Laude, St. Bonaventure University, 1966

## TEACHING EXPERIENCE

Graduate: Business Policy, Strategic Planning, Real Estate Finance, Econometrics, Statistics, Macroeconomics, Urban Economics, Operations Research, Public Finance, and Energy Economics

Undergraduate: Introduction to Real Estate, Real Estate Finance, Urban Economics and Regional Economics, Public Finance, and Statistics

## PROFESSIONAL ORGANIZATIONS

Referee: Decision Sciences; Econometrica; Journal of Money, Credit and Banking; Journal of Macroeconomics; and Southern Economics Journal

Member: American Economic Association and Southern Economic Association  
Graduate Management Admissions Council, Board of Directors

## PROFESSIONAL ACTIVITIES

### AACSB - The International Association for Management Education

Member, Blue Ribbon Committee (to develop new accreditation standards), 2010-present  
Chair, Minority Opportunities Committee, 1989-90  
Member, Visitation Team, 1989-92  
Member, Standards Committee, 1990-1992  
Member, Continuing Accreditation Committee of the Accreditation Council, 1991-93  
Member, Peer Review Taskforce, 1993-95  
Member, Nominating Committee, 1994-1996  
Chair, Environmental Scanning Committee, 1995-1996  
Chair, Educational Benchmark Taskforce, 1996-1998  
Chair, Business Accreditation Committee, 1999-2002  
Member, International Accreditation Committee, 1999-2002  
Chair, International Accreditation Committee, on-going  
Chairman of the Board of Directors, 2000-2001

### Arizona State University

Member, Strategic Planning Committee, 1987-1990  
Member, Enrollment Management Committee, 1987-1990  
Member, Budget Committee, 1986-1990  
Member, Development Committee, 1986-1990  
Member, West Campus Committee, 1986-1990

### Beta Gamma Sigma

Member, Board of Directors, 1992-1996

### Graduate Management Admissions Council

Member, Board of Directors, 1999-2002  
Member, Admissions Taskforce, 1999

### University of Florida

Member, University of Florida Press, Board of Management, 1984-85  
Member, Graduate Council, 1982-85  
Member, Research Park Advisory Council, 1982-84  
Member, Research Program Development Council, 1982-85  
Member, Computers in Education Committee, 1982-85  
Member, Presidential Fellowships Committee, 1983-86  
Member, Computer Task Force, 1981-84  
Member, Board of Directors, UF Research Park, 1991-present  
Member, Board of Directors, University of Florida Foundation, 1991-1995  
Member, Board of Directors, Division of Sponsored Research, 1994-1997  
Member, Investments Committee, University of Florida Foundation, 1994-present  
Member, Research Foundation Investments Committee, 2000  
Member, RCM Budget Committee, 2008

## GRANTS

Grant from the Social Sciences Institute, University of Florida, Summer 1971

Committee on Urban Economics, Resources for the Future - Grant to Support Dissertation Research, Summer 1969

## BOOKS, CO-AUTHORED

Kraft, John, with A.B. Askin, Econometric Wage and Price Models: Assessing the Impact of the Economic Stabilization Program, D.C. Heath and Company, Lexington, Massachusetts, 1974.

## BOOKS, CHAPTERS

Kraft, John, "Warrington College of Business, University of Florida: The Path to Excellence," in Elite MBA Programs at Public Universities: How a Dozen Innovative Schools Are Redefining Business Education, M. Wolverton and L. E. Penley, ed., Praeger Publishers, Westport, CT, 2004, pp. 171 -192.

Kraft, John, with A. Kraft, and B. Roberts, "An Alternative to Wage and Price Controls," in Wage and Price Controls: The U.S. Experiment, J. Kraft and B. Roberts, ed., Praeger

Publishers, Inc., New York, New York, 1975, pp. 80-95.

Kraft, John, with C. Guy and B. Roberts, "Wage and Price Controls: An Industrial Examination," in Wage and Price Controls: The U.S. Experiment, J. Kraft and B. Roberts, ed., Praeger Publishers, Inc., New York, New York, 1975, pp. 96-116.

Kraft, John, with B. Roberts, "Wage and Price Controls: Success or Failure?" in Wage and Price Controls: The U.S. Experiment, J. Kraft and B. Roberts, ed., Praeger Publishers, Inc. New York, New York, 1975 pp. 143-149.

Kraft, John, "The Effectiveness of Wage and Price Controls: A Summary of the Evidence," in Analysis of Inflation, P. Earl, ed., D.C. Heath and Company, Lexington, Massachusetts, 1975, pp. 197-209.

Kraft, John, "National Energy Demand Simulation Model," in Econometric Dimensions of Energy Demand and Supply, J. Kraft and A. B. Askin, ed., D. C. Heath and Company, Lexington, Massachusetts, 1976, pp. 9-28.

Kraft, John, with A. Al-Sammarie and B. Robert, "The Effects of Phases I, II, and III on Manufacturing Sector Wages, Prices and Profit Margins," in Analysis of Inflation: 1965-1974, J. Popkin, ed., Conference on Research in Income and Wealth, Vol. 42, National Bureau of Economic Research, New York, New York, pp. 241-190.

Kraft, John, with E. Olsen, "The Distribution of Benefits from Public Housing," in Distributions of Economic Well-Being, T. F. Juster, ed., Conference on Research in Income and Wealth, Vol. 41, National Bureau of Economic Research, New York, New York, 1977, pp. 51-69.

#### BOOKS, EDITOR

Kraft, John, with C. Osterbind, Older People in Florida, University Presses of Florida, Gainesville, Florida, 1980.

Kraft, John, with B. Roberts, Wage and Price Controls: The U.S. Experiment, Praeger Publishers, Inc., New York, New York, 1975.

Kraft, John, with A. B. Askin, Econometric Dimensions of Energy Demand and Supply, D. C. Heath and Company, Lexington, Massachusetts, 1976.

#### MONOGRAPHS

Kraft, John, with Henry H. Fishkind, The Florida Outlook, Bureau of Economic and Business Research, Gainesville, Florida, 1980 (published quarterly), approximately 100-125 pages.

#### REFEREED PUBLICATIONS

Kraft, John, with A. Kraft, "Estimation of the Value of Travel Time: Models Considering Binary and Multi-Mode Choice," in The Review of Regional Studies, Vol. 3, No. 2, 1973, pp. 99-110.

- Kraft, John, with A. Kraft, "Computer Applications in Econometrics," Decision Sciences, Vol. 4 No. 2, April 1973, pp. 284-294.
- Kraft, John, with A. Kraft, "Air Quality Standards and Their Impact on Northern Appalachia,: in Northeast Regional ScienceReview, Vol, 3, 1973, pp. 68-72.
- Kraft, John, with A. Kraft, "A Cross-Section Comparison of How Individuals Allocate Time: 1960 versus 1970," in Nebraska Journal of Economics and Business, Vol. 12, No. 4, Autumn 1973, pp. 51-68.
- Kraft, John, with A. Kraft, "Comparison of Regional Elasticities of Substitution: North versus South," in The Review of Regional Studies, Vol. 4, No. 2, 1974, pp. 95-100.
- Kraft, John, with A. B. Askin, "Similarities and Differences Among Three Models of the Inflation Process with a Preliminary Evaluation of Controls," in The Southern Economic Journal, Vol. 41, No. 1, July 1974, pp. 62-77.
- Kraft, John, with R. Blair, "Estimation of Elasticity of Substitution in American Manufacturing Industry from Pooled Cross-Section and Time Series Observations," in The Review of Economics and Statistics, Vol. 56, No. 3 August 1974, pp.343-347.
- Kraft, John, with A. Kraft, "A Re-estimation of the Phillips Curve for the United Kingdom, : Applied Economics, Vol. 6, September 1974, pp. 215-227.
- Kraft, John, with A. Kraft, "Empirical Estimation of the Value of Travel Time Using Multi-Mode Choice Models,: in The Journal of Econometrics, Vol. 2, December 1974, pp. 317-326.
- Kraft, John, with B. Barth and P. Wiest, "A Portfolio Theoretic Approach to Industrial Diversification and Regional Employment," in Journal of Regional Science, Vol. 15, No 1, April 1975, pp. 9-16.
- Kraft, John, with A. Kraft, "Preference Orderings as Determinants of Transport Mode Choice," in Regional Science and Urban Economics Vol. 5, May 1975, pp. 251-261.
- Kraft, John, with A. Kraft, "Specifications of Commodity Subsets for Separable Utility Functions," in Applied Economics, Vol. 7, December 1975, pp. 257-264.
- Kraft, John, with J. Barth and J. Bennett, "Econometric Analysis of a Federal Revenue Sharing Allocation Formula," in Public Finance Quarterly, Vol. 4, No. 1, January 1976, pp. 17-32.
- Kraft, John, with A. Kraft, "Income Velocity and Interests Rates: A Time Series Test of Causality," in Journal of Money, Credit, and Banking, Vol. 8, No. 1, February 1976, pp. 123-126.
- Kraft, John, with A. Kraft, "Mode Choice Characteristics as Determinants of Inter-urban Transport Demand," in Transportation Research, Vol. 10, February 1976, pp.31-35
- Kraft, John, with J. Barth and A. Kraft, "Estimation of the Liquidity Trap Using Spline

- Functions," in Review of Economics and Statistics, Vol. 58, No. 2, May 1976, pp.218-222.
- Kraft, John, with A. Kraft, "Stock Prices: Some Observations," Southern Economic Journal, Vol. 43, No. 3, January 1977, pp. 1365-1467.
- Kraft, John, with A. Kraft, "Determinants of Common Stock Prices: A Time Series Analysis," in Journal of Finance, Vol. 32, No. 2, May 1977, pp. 417-425. Reprinted Chartered Financial Analyst Digest, Vol. 8, No. 1, Winter 1978, pp. 7-8.
- Kraft, John, with A. B. Askin, "Econometric Wage-Price Models and Their Embedded Phillips Curves," in Quarterly Review of Economics and Business, Vol. 17, No. 2, Summer 1977, pp. 33-47.
- Kraft, John, with J. Barth and A. Kraft, "The Moneyiness of Financial Assets," in Applied Economics, Vol 9, March 1977, pp. 51-61.
- Kraft, John, with A. Kraft, "V-Branch: A Generalized Utility Function," in European Economic Review, Vol. 9, May 1977, pp. 97-108.
- Kraft, John, with J. Barth and A. Kraft, "Estimation of the Liquidity Trap, A Reply," in Review of Economics and Statistics, Vol. 60, No. 2, May 1978, pp. 320-321.
- Kraft, John, with A. Kraft, "Specifications of Commodity Subsets for Separable Utility Functions, A Review," in Metroeconomica, Vol. 27, April 1977, pp. 1-21.
- Kraft, John, with M. Rodekohr, "A Regional Demand for Gasoline: A Temporal Cross-Section Specification," in Journal of Regional Science, Vol. 18, No. 1 April 1978, pp. 45-55.
- Kraft, John, with A. Kraft, "Common Stock Prices: A Reply to Some Further Considerations," in Southern Economic Journal, Vol. 45, No. 1, July 1978, pp. 281-284.
- Kraft, John, with A. Kraft, "On the Relationship between Energy and GNP," in Journal of Energy and Development, Vol. 3 No. 2, Spring 1978, pp. 401-403.
- Kraft, John, with M. Rodekohr, "Crude Oil Price Controls: An Analysis of Their Effects," in Denver Journal of International Law and Policy, Vol. 8, No. 1, Winter 1979, pp. 315-333.
- Kraft, John, with A. Kraft, "Benefits and Costs of Low Rent Public Housing," in Journal of Regional Science, Vol. 19, No. 3, July 1979, pp. 309-317.
- Kraft, John, with J. Barth and A. Kraft, "A Temporal Cross-Section Approach to the Price Equation," in Journal of Econometrics, Vol. 11, No. 4, December 1979, pp. 335-351.
- Kraft, John, with R. Vogel, "Energy Taxes and National Health Insurance," in Energy: An International Journal, Vol. 4, June 1979, pp. 429-438.
- Kraft, John, with A. Bopp, "A Note on Cost Push versus Demand Pull Inflation: An Analysis of the Petroleum Industry," in Review of Business and Economic Research, Vol. 15, No. 2, Winter 1980. pp. 94-100.



Kraft, John, with A. Kraft, "Interfuel Substitution and Energy Consumption in the Industrial Sector," in Applied Energy, Vol. 6, No. 4, July 1980, pp. 275-288.

Kraft, John, with M. Rodekoeh, "Regional Demand for Gasoline: Some Further Evidence," in Journal of Regional Science, Vol. 20, No. 1, 1980, pp. 111-113.

Kraft, John, with M. Rodekoeh, "Temporal Cross-Section Specification of the Demand of Gasoline," in Energy: An International Journal, Vol. 5, December 1980, pp. 1193-1202.

## PROCEEDINGS

Kraft, John, with A. Kraft, "Computer Applications in Econometrics," in Proceedings of the Annual Meeting of the American Institute of Decision Sciences, October 1971, p. 352.

Kraft, John, with A. Kraft, "The Computer and Econometrics," in Computing Newsletter for Schools of Business, Vol. 5, No. 4, December 1971, p. 3

Kraft, John, with A. Kraft, "The Use of Cubic Splines in Estimating a Phillips Curve for the United States," in Proceedings of the American Statistical Association, August 1972, pp. 346-348.

Kraft, John, with J. Barth and A. Kraft, "A New Approach to Estimating the Interest Elasticity of the Demand for Money," in Proceedings of the American Statistical Association, December 1973, pp. 241-244.

Kraft, John, with A. Kraft and B. Roberts, "Controls and Their Impact on the Determination of Wages and Prices in the Manufacturing Sector," in Proceedings of the American Statistical Association, August 1974, pp. 431-435.

Kraft, John, with A. Kraft, "Intefuel Substitution in the Industrial Sector," in Proceedings of the Annual Meeting of the American Institute for Decision Sciences, October 1975, p. 306.

Kraft, John, with A. Bopp, "Cost Push versus Demand Pull Inflation: An Analysis of the Petroleum Industry," in Proceedings of the American Statistical Association, August 1977, pp. 492-495.

Kraft, John, with L. Rosenberg, "Public Policy for Solar Energy Development," in Proceedings of the Fourth International Conference on Energy Options and Conservation, University of Colorado, October 1977, pp. 219-238.

Kraft, John, with J. Barth and A. Kraft, "The Substitutability Between Money and the Liabilities of Nonbank Financial Intermediaries," in Proceedings of the American Statistical Association, August 1979, pp. 206-210.

Kraft, John, "Foreword: Capital Markets, Financial Behavior, and Economic Performance," Journal of Money, Credit, and Banking, Supplement, Vol. 12, No. 2, May 1980, pp. 5-6.

Kraft, John, with A. Narayan, "The Refugee Situation in Florida," in The Florida Outlook, Vol 4, No. 3, September 1980, pp. 71-76.

Kraft, John, with H. H. Fishkind and S. Engler, "The Florida Outlook: December 1980," in The Florida Outlook, Vol. 4, No. 4, December 1980, pp. 3-5.

Kraft, John, with S. Engler, "The Demand for Gasoline in Florida," in The Florida Outlook, Vol. 4, No. 4, December 1980, pp. 99-104.

Kraft, John, with H. H. Fishkind, "Organization and Integration of the Research Unit for a Growth Environment," Readings in Economic Research, Vol. 2, 1980, pp. 55-65.

Kraft, John, "Energy Substitution in a Dynamic Setting: Comments," Proceedings of Conference on End Use Modeling, Electric Power Research Institute, Palo Alto, California, 1981.

#### REVIEWS

Kraft, John, with Daniel C. Vandermeulen, "Review of Linear Economic Theory," Journal of Economic Literature, Vol. 10, No. 2, June 1972, pp. 457-458.

#### MISCELLANEOUS

Kraft, John, with P. Mutschler, "Impact on the Coal Industry of Environmental Pollution Controls," U.S. Bureau of Mines, Department of the Interior, 1971.

Kraft, John, with P. Mutschler, "An Econometric Appraisal of Steel Furnace Production for Domestic Producers," U.S. Bureau of Mines, Department of the Interior, October 1972.

Kraft, John, with A.B. Askin, "Report on Econometric Wage and Price Models to Assess the Impact of the Economic Stabilization Program," Division of Price Analysis, Office of Price Policy, Price Commission, 1972.

Kraft, John, "Housing in the '70s," Report of the President's Housing Task Force, GPO, Washington, D.C., 1973. Reprinted in: Hearing before the Subcommittee on Housing of the Committee on Banking and Currency, House of Representatives, Part 3.

Kraft, John, "Appendix II: Demand Forecast," Project Independence Report, U.S. Government Printing Office, Washington, D.C., 1974.

Kraft, John, "Multinomial Logic Model of Unconstrained Energy Demand," Division of Econometric Modeling and Research, Office of Energy Systems, Federal Energy Administration, 1974.

Kraft, John, "Analysis of Natural Gas Deregulation," Technical Report 76-3, Office of Oil and Gas Analysis, Federal Energy Administration, 1976.

#### PAPERS PRESENTED

Since 1977, presented papers at the following meetings: The American Economic Association, the Econometric Society, the Western Economic Association, the Southern Economic Association, the American Finance Association, AREUEA mid-term meetings, and the Regional Science Association, AACSB, and GMAT.

M. Sean Limon, Ph.D.  
Oral Communication Coordinator  
Center for Management Communication  
352-273-3214  
sean.limon@cba.ufl.edu

## Education

Ph.D. (Communication), Michigan State University, August 2000  
Dissertation Title: *Minority Influence: The Role of Consistency, Number of Minority Members and Argument Quality*

M.S. (Communication), Illinois State University, May 1997  
Master's Thesis: *Exploring Argumentativeness and Group Type and Their Effect on Three Different Variables: Leadership, Task Attractiveness, and Group Satisfaction*

B.A. (Speech Communication), California State University-Fresno, May 1995

## Published Intellectual Contributions

### Referred Journal Articles

Limon, M.S, Mitchell, M.M., & Zompetti, J.P. (2008). Informal arguing: The likelihood of providing arguments, rebuttals, refutations and evidence in an argumentative interaction. *Argumentation and Advocacy*, 45, 37-48.

Mitchell, M.M., Tamborini, R., Limon, M.S, & Zuckerman-Hyman, C. (2007). The Moderators and Mediators of Door-in-the-Face Requests: Is it a negotiation or helping experience? *Human Communication Research*, 74, 333-356.

Limon, M. S., Aust, P. J., & Lippert, L. L., (2006). INSTRUCTORS, STUDENTS, MANAGERS, AND THE BASIC ORGANIZATIONAL COMMUNICATION COURSE: Are We All Working Together or Working Apart? *Basic Communication Course Annual*, 18, 174-209.

Limon, M. S., & LaFrance, B. H., (2005). Communication traits and leadership emergence: Examining the impact of argumentativeness, communication apprehension, and verbal aggressiveness in work groups. *Southern Communication Journal*, 70, 123-133.

Limon, M. S., & Kozaleas, D. C., (2004). A comparison of exemplar and statistical evidence in reducing counter-arguments and responses to a message. *Communication Research Reports*, 21, 291-298.

Levine, T. R., Beatty, M. J., Limon, M. S., Hamilton, M. A., Buck, R., & Chory-Assad, R. M. (2004). The two dimensions of the verbal aggressiveness scale. *Communication Monographs*, 71, 245-268.

Limon, M. S., & Boster, F. J., (2003). The effects of performance feedback on group members' perceptions of prestige, task competencies, group belonging, and loafing. *Communication Research Reports*, 20, 13-23.

Limon, M. S., & Boster, F. J. (2001). The Impact of Varying Argument Quality and Minority Size on Influencing the Majority and Perceptions of the Minority. *Communication Quarterly*, 49, 350-365.

### Books

Limon, M. S., (2002). Theories of small group communication. In J. B. Baldwin, S. Perry, & M. A. Moffit (Eds.), *Communication theories for everyday life* (pp. 153-177) Pearson Custom Publishing.

### Conference Papers

Limon, M. S., (2012, March) Increasing the effectiveness of using technology for presentation/speech training. Presented at the Association for Business Communication, Southeastern Region, Tampa, FL.

Limon, M. S., (2006, November) Let's ask the question: Does the communication discipline provide a unique site for training and development? Presented at the National Communication Association, San Antonio.

Limon, M. S., (2005, November). *Examining the Impact Minority Subgroups Have on Decision-Making by Increasing Divergent Thought and Time to Make a Decision*. Paper presented at the National Communication Association, Boston.

Limon, M. S., Aust, P. J. & Lippert, L. R. (2004, March). *Where curriculum and corporation meet: A three-study model analysis of organizational communication content, student perceptions of work-life, and employer needs*. Paper presented at the Central State Communication Association, Cleveland, OH.

- Limon, M. S. (2003). *The impact of trait argumentativeness, verbal aggressiveness, and communication apprehension on perceptions of emergent leadership*. Paper presented at the National Communication Association, Miami, FL.
- Boster, F. J., Botero, I., Strom, R. E., & Limon, M. S. (2002, November). *Understanding group decision-making from a social loafing perspective*. Paper presented at the National Communication Association, New Orleans, LA.
- Limon, M. S., (2002, November). *Why size matters: Why Increasing minority subgroup size makes weak arguments strong*. Paper presented at the meeting of the National Communication Association, New Orleans, LA.
- Levine, T. R., Beatty, M. J., & Limon, M. S. (2002, March). *The two dimensions of the verbal aggressiveness scale*. Paper presented at the Western Communication Association, Long Beach, CA.
- Limon, M. S., (2001, November). *Establishing New Roots: Assessing and Shaping the Practical Effectiveness of the Basic Organizational Communication Course*. Paper presented at the meeting of the National Communication Association, Atlanta, GA.
- Limon, M. S., & Boster, F. J. (2001, November). *The Impact of Varying Argument Quality and Minority Size on Influencing the Majority and Perceptions of the Minority*. Paper presented at the meeting of the National Communication Association, Atlanta, GA.
- Limon, M.S., & Mitchell, M. M. (2001, November). *Generating Arguments, Rebuttals, Refutations, and Different Types of Evidence*. Paper presented at the meeting of the National Communication Association, Atlanta, GA.
- Limon M.S., & Boster, F. J. (2001, May). *The effect of performance on small group cohesion and social loafing*. Paper presented at the International Communication Association, Washington, D. C.
- Limon, M. S., & Mitchell, M. M. (2000, November) *Does argumentativeness impact the generation of arguments, rebuttals, refutations, and types of evidence when considering time and relationship?* Paper presented at the meeting of the National Communication Association, Seattle, WA.

- Limon, M. S., & La France, B. H. (2000, April) *The effect of trait argumentativeness, verbal aggressiveness, communication apprehension, and sex on perceptions of emergent leadership and group satisfaction*. Paper presented at the meeting of the Southern Speech Communication Association, New Orleans, LA, Number One Paper.
- Limon, M. S., & La France, B. H. (1999, November) *Men's expectations of tactics utilized by women to initiate a sexual encounter*. Paper presented at the meeting of the National Communication Association, Chicago, IL.
- Boster, F.J., Limon M.S., & Johnson, A.J. (1999, May). *The effect of performance feedback on small group cohesiveness*. Paper presented at the International Communication Association, San Francisco, CA
- Tamborini, R., Mitchell, M.M., Zuckerman, C., & Limon, M.S. (1999, May). *Cognitive and affective mediators of door in the face requests: Is it a negotiation or helping experience?* Paper presented at the International Communication Association, San Francisco, CA.
- Limon, M. S., & Sievers, A. (1997, November). *Using symbolic convergence theory to predict the likelihood of a community accepting a community oriented policing program*. Paper presented at the National Communication Association, Chicago, IL.
- Metts, S., & Limon, M. S. (1997, June). *The effect of mediating variables on women's tactics for influencing a sexual encounter: A look at communicative adaptability, sexual permissiveness, and ethnicity*. Paper presented at the International Network on Personal Relationships, Oxford, OH.
- Limon, M.S., (1997, April). *A pedagogical approach to learning focus group facilitation: From student to facilitator*. Paper presented at the meeting of the Central States Communication Association, St. Louis, MO.
- Hughes, J., Limon, M.S., & Seivers, A. (1997, April). *Focus group measurement: Instruments for pedagogy and evaluation*. Paper presented at the meeting of Central States Communication Association, St. Louis, MO.

Kazoleas, D., & Limon, M. S. (1997, April). *Designing effective fear based health campaigns: Testing the ability of qualitative evidence to derail counterargument generation*. Paper presented at the meeting of the Central States Communication Association, St. Louis, MO., Number One Paper.

Limon, M. S. (1994, April). *Rhetorical sensitivity and the community oriented police officer*. Paper presented at the Fresno State Communication conference, Fresno, CA.

## Teaching

*Oral Communication Coordinator*, Warrington School of Business, University of Florida, Gainesville, FL (2006-present)

### Executive Communication (GEB 5217)

Provides professional MBA students with the skills and knowledge to deliver and create high impact presentation and speeches to different audiences.

### Professional Communication (GEB 5215)

Provides graduate business students with the skills and knowledge to deliver and create high impact presentation and speeches to different audiences.

### Professional Speaking in Business (GEB 3218)

Provides business students fundamental oral communication skills necessary for succeeding in a business setting, including presentations and speeches, interpersonal skills, and interviewing.

*Associate Professor*, School of Communication, Illinois State University, Normal, IL (2006)

*Assistant Professor*, School of Communication, Illinois State University, Normal, IL (2000-2005)

### Leadership and Communication (COM 375)

Survey of theory and research dealing with how the different approaches to leadership are enacted through the process of communication.  
(Responsible for the creation of this course)

### Small Group Processes (COM 223)

Theory and practice of the different facets of group communication.

Organizational Communication (COM 329)

Theoretical and experimental literature dealing with communication in an organizational setting.

Communication Research Methods (COM 297)

Acquaints students with methods of scholarly research and critical evaluation of the different forms of research.

Foundations of Inquiry (IDS 100)

Systematic investigation of the nature of knowing in different disciplinary and cultural contexts. Provides a foundation of academic skills, knowledge, and attitudes for later course work.

*Graduate Teaching Assistant*, Department of Communication, Michigan State University, East Lansing, MI (1997-2000)

Communication Research Design (COM 902)

Provides graduate students with methods of data collection and analysis including cross-sectional and longitudinal causal linear modeling as well as nonlinear modeling. Position as teaching assistant included grading weekly problem assignments, essay examinations, and teaching.

Leadership and Small Group Communication (COM 340)

Gives students knowledge about theory and research on dyadic and group relations within organizations with an emphasis on leadership. Positions as both an instructor and teaching assistant. Both positions included lecturing, grading, and designing assignments for the class.

Methods of Communication Inquiry (COM 200)

Acquaints students with the methods of social science research, including design and analyses, within a framework for conducting such research. Position as a teaching assistant that included lecturing, grading, and designing assignments.

Human Communication (COM 100)

Introduces students to aspects of communication theory ranging from interpersonal to mass communication with an emphasis on applying public speaking skills. Position as both an instructor and teaching assistant that included lecturing, grading, and designing assignments for the class.

*Faculty Member*, Junior Statesman of America, Stanford Campus, (June 2005)

Public Speaking

Provided practical knowledge of public speaking skills with an emphasis on experiential learning.



*Graduate Teaching Assistant*, Department of Communication, Illinois State University, Normal, IL(1995-1997)

Introduction to Interpersonal Communication (COM 123)

Acquaints students with the theoretical and practical perspectives on the role of communication in the development, maintenance, and dissolution of close relationships. Position as an instructor that included lecturing, grading, and designing assignments for the class.

Small Group Communication (COM 223)

Gives students practical as well as theoretical knowledge of small group communication that includes leadership, decision-making, and other related issues. Position as a teaching assistant. Position included lecturing, grading, and designing assignments for the class.

Fundamentals of Communication (COM 110)

Introduces students to interpersonal and small group communication theory and practices as well as teaching them techniques for public speaking. Position as an instructor included lecturing, grading, and designing assignments for the class.

*Teaching Assistant*, Department of Speech Communication, California State University-Fresno, Fresno, CA (1995)

Small Group Communication (Spch 108)

Gives students the theoretical and practical knowledge of working in a small group. Position as a teaching assistant that included grading and assisting in the daily operations of the class.

## **Professional Positions**

### **Academic**

*Oral Communication Coordinator*, Warrington School of Business, University of Florida, Gainesville, FL (2006-present)

*Associate Professor*, School of Communication, Illinois State University, Normal, IL (2006)

*Assistant Professor*, School of Communication, Illinois State University, Normal, IL (2000-2005)

*Faculty Member*, Junior Statesman of America, Stanford Campus, (June 2005)

*Graduate Teaching Assistant*, Department of Communication, Michigan State University, East Lansing, MI (1997-2000)

*Graduate Teaching Assistant*, Department of Communication, Illinois State University, Normal, IL(1995-1997)

### **Administrative Assignments**

*Oral Communication Coordinator*, Warrington School of Business, University of Florida, Gainesville, FL (2006-present)

### **Consulting/Training**

*Skanska (Gainesville, FL, 8/28/2012-9/19/2012)*. Provided Executive Coaching to a project team leader (Maria Houle) and assisted her team with final preparations for a \$50 million pitch they won.

*Exactech (Gainesville, FL, 9/14/2012)*. Presented a workshop to 60 participants entitled "Communicating with Power."

*Premier Beverage Company (Miramar, FL, 8/2/2012)*. Prepared eight high-level executives and directors to deliver speeches and presentations at their annual meeting to an audience of 300.

*Bisk (Tampa, FL, 7/26/2012)*. Recorded multiple presentation skills training videos used for an on-line course that participants use to earn a business certificate through the educational company.

*Florida Medical Association (Boca Raton, FL, 7/27/2012)*. Delivered a presentation skills training program to 12 participants.

*Chris Doering (Gainesville, FL, 2/1/12-6/6/2012)*. Wrote a speech for the individual, and trained him how to present the speech.

*Crowley (Jacksonville, FL, 5/17/12-5/18/2012)*. Delivered a presentation skills training program to 12 participants.

*Florida Medical Association (Orlando, FL, 7/29/2011)*. Delivered a presentation skills training program to 12 participants.

*Naylor, LLC (Gainesville, FL, 10/2010-2/2011)*. Helped with design and methodology for the 2011 Association Communications Benchmarking Survey and subsequent write-up.

*Exactech (Gainesville, FL, 9/23/2011)*. Presented a workshop to 60 participants entitled "Using PowerPoint and Delivery to Effectively Communicate Your Message."

*Junior League-Gainesville Chapter (Gainesville, FL, 9/16/2008).*  
Delivered a presentation entitled "Constructing the Elevator Speech" to an audience of over one hundred people.

*Gainesville Corporate University (Gainesville, FL, 5/30/08 & 6/3/2008).*  
Delivered a presentation skills training program to 12 participants. I was the first outside person hired to deliver a training program for Gainesville Corporate University.

*Disney Leadership Conference (Contemporary Resort, Orlando, FL, 9/10/2008).* Presented a workshop entitled "Effective Oral Communication Skills for Leaders" to a total of 82 participants.

*Florida Public Relations Association-Gainesville Chapter (Gainesville, FL, 02/21/2007).* Delivered a presentation entitled "Top Ten Errors People Commit When Presenting" to an audience of 70 people.

*Exactech (Gainesville, FL, 11/28/2007).* Presented a workshop to 55 participants entitled "Giving Positive and Constructive Feedback to Employees."

*Junior League-Gainesville Chapter (Gainesville, FL, 10/15/2007).*  
Delivered a presentation entitled "Top Ten Errors People Commit When Presenting" to an audience of over one hundred people.

*Disney Leadership Conference (Coronado Springs, Orlando, FL, 9/4/2007).* Presented a workshop entitled "Effective Oral Communication Skills for Leaders" to a total of 84 participants.

*Disney Leadership Conference (Contemporary Resort, Orlando, FL, 9/12/2006-9/13/2006).* Presented a workshop entitled "Effective Oral Communication Skills for Leaders" to a total of 84 participants.

*The Crom Corporation (Gainesville, FL, 10/13/2006-01/2007).* Hired to improve the sales teams' presentation by revamping the structure, arrangement and PowerPoint slides of the existing presentation.

*University of Illinois Extension Annual Conference (Springfield Hilton, Thursday Oct. 21, 2005).* Presented a workshop entitled "Building Organizational Climate" to 50 participants that focused on defensive and supportive climates as well as leadership.

*The Consortium for Osteopathic Graduate Medical Education and Training.* Responsible for conducting and overseeing a needs assessment project for the purpose of determining future training for

Workshop

doctors in Osteopathic medicine at the Michigan State University Medical School.

*Normal Police Department.* Evaluated the potential for the police department to implement a Community Oriented Policing program. Involved going door-to-door around the community and having citizens respond to a set of questions; culminating in a written report for the department.

*Focus Group Facilitator and Trainer:* Trained focus group facilitators and led focus groups for the purpose of evaluating an organizations department wide initiative. Demonstrated and analyzed focus group responses.

*Focus Group Facilitator.* Focus group facilitator for the purpose of evaluating department head's perceptions of the organizations policies. Responsible for analyzing and presenting responses from the focus groups.

*Small Group Facilitator.* Focus group facilitator for the Summit of Comprehensive School Health Education: Critical Issues in Developing an Action Plan for Illinois Schools.

## **Development Activities**

Workshop, "The Basics of Writing and Giving a Speech," Joan Deetz (March 16-17).

Workshop, "Executive Presentation Skills," Communispond. (June 6-7, 2007).

## **Service Activities**

### **Case Competition**

Help coach the MBA case competition team that competes in Tampa, FL. (2/2008-2/2013)- won the competition three of last five years.

Help coach the MBA case competition team that competes in the SEC Cup- (4/2013)- 1<sup>st</sup> place.

Coached and accompanied the MBA case competition team the competed at the John Molson MBA Case Competition in Montreal, Canada (1/6/2013-1/11/2013).

Help coach the undergraduate case competition teams (4/1/2012-Present).

Travel with teams to different competitions:

--International Case Competition at Maastricht, Maastricht Netherlands (4/20/2012-4/29/2012)

-Thamassat Undergraduate Business Challenge, Bangkok, Thailand (8/10/2013-8/20/2013)- 3rd Place

-John Molson Undergraduate Case Competition, Quebec, Montreal (2/17/2013-2/24/2013)

-University of Navarra International Case Competition, Pamplona, Spain (3/8/2013-3/16-2013)

-Royal Roads International Undergraduate Case Competition, Victoria, - British Columbia (4/3/2013-4/8/2013)- 4th Place

-International Case Competition at Maastricht, Maastricht Netherlands (4/21/2013-4/28/2013)- 2nd Place

Help teach GEB 3523, the business case analysis class (8/20/2007-Present).

### **College Committees**

*MAIB AACSB Assessment Team Member, Warrington School of Business Administration, University of Florida, Gainesville, FL (2011)*

*MSM AACSB Assessment Team Member, Warrington School of Business Administration, University of Florida, Gainesville, FL (2011)*

### **Guest Speaker**

Delivered a speech to SIFE students titled "The Top Ten Errors When Presenting."

### **Organizational /Committee Memberships**

Secretary Elect, Small Group Division, National Communication Association (2004-2006)

### **Miscellaneous**

Textbook Reviewer for: Keyton, J., (2005). *Communicating in groups: Building relationships for effective decision making*. Boston: McGraw-Hill.

Paper Reader, Small Group Division, National Communication Association (2001, 2004).

Panel Chair, Small Group Division, National Communication Association conference, (2001, 2004).

Respondent, Small Group Division, National Communication Association (2001).

Paper Reader, Interpersonal Division, Southern States Communication Association (2000).

### **Awards and Honors**

Top Paper, Interpersonal Division, annual meeting of the Southern States Communication Association, New Orleans, 2000.

Top Paper, Public Relations Division, annual meeting of the Central States Communication Association, St. Louis, 1997.

Recipient of the Minority Competitive Doctoral Fellowship, Michigan State University (1997).

# Dr. Dorothy J. McCawley

Lecturer, Coordinator for Written Communication  
Center for Management Communication  
Warrington College of Business Administration  
(352) 273-3213

Email: [Dorothy.mccawley@warrington.ufl.edu](mailto:Dorothy.mccawley@warrington.ufl.edu)

## Education

Ph.D., Sociology, University of Florida Dissertation: "Socioeconomic Status and Functional Ability of Older Adults"	2000
Master of Arts, University of Florida Major: Sociology	1995
Master of Pastoral Studies, Loyola University	1990
Master of Business Administration Master of Health Science, University of Florida	1985
Bachelor of Health Science, University of Florida Major: Sociology	1979

## Presentations Given

"Performance Reviews" to Association for Business Communication	March 2006
"Preparing Your Résumé" to UF Veterinary Students	April 2006
"Persuasive Writing Skills for Leaders" to WDW Leadership Conference	September 2006, 2007, and 2008
"Making Sense of the Online Classroom Environment" to Association for Business Communication (regional conference) National Conference	March 2009 November 2009
"Meeting them Where They Are" to UF Interface Faculty Seminar	December 2011
"Meeting them Where They Are, Part 2" to UF Interface Faculty Seminar (voted best presenter, out of 15)	April 2013

## Teaching

Lecturer in Business

GEB 5212, Professional Writing, on campus, 12 courses per year  
GEB 5212, Professional Writing, Internet MBA, 1 course per year  
GEB 5225, Advanced Business Writing, 1 course per year  
GEB5215, Professional Communication (team-taught), 1 course per year  
GEB3219, Business Writing and Speaking (online), 1 course per year

#### Adjunct Lecturer

GEY 6206/4930, Communication in the Aging Network, 3 courses  
SYG 2000, Principles of Sociology, 4 courses

#### Lecturer in the Humanities

ENC 3254, Writing in Psychology, 4 courses  
ENC 3254, Writing in Communication Sciences and Disorders, 4 courses  
SYA 4930/ENC 3254, Professional Writing in Sociology, 1 course  
ENC 3254, Speaking and Writing for Pre-Medical Students, 1 course

#### Adjunct Faculty Santa Fe College

Introduction to Sociology, 7 courses  
Social Problems, 1 course  
Marriages and Families Telecourse, 3 courses

#### Graduate Student Teaching Assistant, University of Florida

Gender and Health issues, 1 course

## Professional Positions

### Academic

Lecturer, Warrington College of Business Administration,  
University of Florida (August 2003 – present)  
Lecturer in the Humanities, University of Florida (August 2001 – August 2003)  
Adjunct Lecturer, Santa Fe [Community] College (May 1994 – December 2001)

### Administrative Assignments

Written Communication Coordinator (August 2004 – present)  
Director of Business Communication (August 2003 – August 2004)

### Professional

President/Owner, Fringe Benefit Coordinators (February 1986 – July 2004)  
Staff Assistant to the Director, VA Medical Center (August 1985 – February 1986)

## Committees

Search Committee, Assistant Director of Student Services for  
Executive and Professional MBA Programs (March 2005)  
Search Committee, Oral Communication Specialist (May-June 2005)  
WCBA Teaching Committee (2012-2013)  
Search Committee, STUDENT AFFAIRS, CRD 1 (May-June 2013)

## Awards and Honors

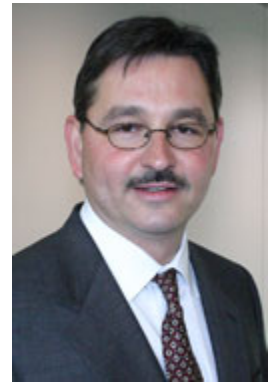
Tybel Spivack Scholarship (1996)  
The Center for Women's Studies and Gender Research  
Nominated for Education Celebration Faculty Award 2011  
Judy Fisher Teaching with Technology Award, 2012-2013  
Graduate Teaching Award, Warrington College of Business Administration, 2012-2013



**Andy Naranjo**

*Bank of America Associate Professor of Finance*

*Director, CIBER*



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Warrington College of Business Administration  
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**AREAS OF SPECIALIZATION**

Financial Economics, International Finance, International Corporate Finance, Asset Pricing, Real Estate Finance, Capital Market Linkages, and Information Flows

**EDUCATION**

Ph.D. in Financial and International Economics, Claremont Graduate University (CGU), 1994  
M.A. in Economics, Claremont Graduate University, 1988  
B.S. in Economics, University of California at Riverside (UCR), 1986

**AWARDS/HONORS**

Distinguished International Educator Award, College of Business, University of Florida (2005, 2009)  
Teacher of the Year Award, College of Business, University of Florida (1994-95, 1999-2000, 2002-2003)  
University-wide Teaching Award (TIP), University of Florida (1996-97)  
Best Paper of the Conference Award, Multinational Financial Conference (June 1995)  
Haynes Foundation Grant (1991-92)  
Bradley Foundation Fellowship (1987-1989)  
Beta Gamma Sigma Honor Society

**ACADEMIC EXPERIENCE**

**Bank of America Associate Professor of Finance**, University of Florida, 2011-Present  
**Emerson-Merrill Lynch Associate Professor of Finance**, University of Florida, 2000-2010

Teaching assignments include:

- ♦ International Finance (MBA, Executive MBA, M.S. Finance, & M.A. International Business)
- ♦ International Financial Management (Distance MBA)
- ♦ International Business Study Program: Argentina, Brazil, Chile (Graduate Programs in Business and other Colleges throughout UF)
- ♦ Fixed Income and Capital Markets (Graduate & Undergraduate)
- ♦ Ph.D. Seminars

**Visiting Scholar**, Columbia University, Graduate School of Business, NY, 2007

**Director**, Center for International Business Education and Research (CIBER), University of Florida, 2012-Present

**Associate Director**, CIBER, University of Florida, 2004-2011

**Assistant Professor of Finance**, University of Florida, 1993-2000

**Affiliate Professor**, Center for Latin American Studies, University of Florida, 1993-Present

## OTHER PROFESSIONAL EXPERIENCE

### **Consultant**, 1997-Present

Performed various consulting projects on an individual contract basis.

### **Computer Consultant**, CGU Computing Center, 1991-1993

Taught advanced and introductory computer courses and assisted faculty and graduate students from several disciplines with methodological, statistical, software, programming, and data questions on various computing platforms.

### **Financial Economist**, Claremont Economics Institute (CEI), Claremont, California, 1989-1991

Performed economic and financial forecasting, industrial, sectorial, exchange rate and financial analysis for clients and for various CEI publications and reports.

### **Botany Laboratory Assistant**, University of California at Riverside, 1983-1986

Maintained laboratory plant stocks through tissue culture and recombinant DNA techniques.

## ACADEMIC PUBLICATIONS

“Information, Uncertainty, and Behavioral Effects: Evidence from Abnormal Returns around Real Estate Investment Trust Earnings Announcements” (with Frank Gyamfi-Yeboah and D. Ling), *Journal of International Money and Finance*, 2012, Vol. 31, pp. 1930-1952.

“Real Estate Ownership, Leasing Intensity, and Value: Do Stock Returns Reflect a Firm’s Real Estate Holdings?” (with D. Ling and M. Ryngaert), *Journal of Real Estate Finance and Economics*, 2012, Vol. 44, pp. 184-202.

“Derivative Usage and Firm Value: The Influence of Agency Costs and Market Imperfections” (with L. Fauver), *Journal of Corporate Finance*, 2010, Vol. 16, No. 5, pp. 719-735.

“Risk Factor and Industry Effects in the Cross-Country Comovement of Momentum Returns” (with B. Porter), *Journal of International Money and Finance*, 2010, Vol. 29, No. 2, pp. 275-299.

“Commercial Real Estate Valuation: Fundamentals versus Investor Sentiment” (with J. Clayton and D. Ling), *Journal of Real Estate Finance and Economics*, 2009, Vol. 38, No. 1, pp. 5-37 (Lead Article).

“Institutional Capital Flows and Return Dynamics in Private Commercial Real Estate Markets” (with J. Fisher and D. Ling), *Journal of Real Estate Economics*, 2009, Vol. 37, No. 1, pp. 85-116.

“Split Bond Ratings and Rating Migration” (with M. Livingston and L. Zhou), *Journal of Banking and Finance*, 2008, Vol. 32, No. 8, pp. 1613-1624.

“Value, Survival, and the Evolution of Firm Organizational Structure,” (with R. Borghesi and J. Houston), *Financial Management*, 2007, Vol. 36, No. 3, pp. 5-31 (Lead Article).

“Including Emerging Markets in International Momentum Investment Strategies” (with B. Porter), *Emerging Markets Review*, 2007, Vol. 8, No. 2, pp. 147-166.

“Asset Opaqueness and Split Bond Ratings” (with M. Livingston and L. Zhou), *Financial Management*, 2007, Vol. 36, No. 3, pp. 49-62.

“Dedicated REIT Mutual Fund Flows and REIT Performance,” (with D. Ling), *Journal of Real Estate Finance and Economics*, 2006, Vol. 32, No. 4, pp. 409-433.

“Cross-Country Evidence on the Value of Corporate Industrial and International Diversification” (with L. Fauver and J. Houston), *Journal of Corporate Finance*, 2004, Vol. 10, No. 5, pp. 29-752.

“Capital Market Development, International Integration, Legal Systems, and the Value of Corporate Diversification: A Cross Country Analysis” (with L. Fauver and J. Houston), *Journal of Financial and Quantitative Analysis*, 2003, Vol. 38, No. 1, pp. 135-157.

“The Dynamics of REIT Capital Flows and Returns” (with D. Ling), *Journal of Real Estate Economics*, 2003, Vol. 31, No. 3, pp. 405-434.

“The Effects of Purchases of Mortgages and Securitization by Government Sponsored Enterprises on Mortgage Yield Spreads and Volatility” (with A. Toevs), *Journal of Real Estate Finance and Economics*, 2002, Vol. 25, No. 2, pp. 173-195.

“Commercial Real Estate Return Performance: A Multi-Beta, Cross-Country Analysis” (with D. Ling), *Journal of Real Estate Finance and Economics*, 2002, Vol. 24, No. 1, pp. 119-142.

“Government Intervention and Adverse Selection Costs in Foreign Exchange Markets” (with M. Nimalendran), *Review of Financial Studies*, 2000, Vol. 13, pp. 453-477.

“Estimating Returns on Commercial Real Estate: A New Methodology Using Latent Variable Models” (with D. Ling and M. Nimalendran), *Journal of Real Estate Economics*, 2000, Vol. 28, No. 2, pp. 205-231.

“Time Variation of Ex-dividend Day Stock Returns and Corporate Dividend Capture: A Re-examination” (with M. Nimalendran and M. Ryngaert), *Journal of Finance*, 2000, Vol. 55, No. 5, pp. 2357-2372.

“The Predictability of Equity REIT Returns: Time Variation and Economic Significance” (with D. Ling and Mike Ryngaert), *Journal of Real Estate Finance and Economics*, 2000, Vol. 20, No. 2, pp. 117-136.

“The Integration of Commercial Real Estate Markets and Stock Markets” (with D. Ling), *Journal of Real Estate Economics*, 1999, Vol. 27, pp. 483-515.

“Stock Returns, Dividend Yields and Taxes” (with M. Nimalendran and M. Ryngaert), *Journal of Finance*, 1998, Vol. 53, No. 6, pp. 2029-2057.

“Financial Market Integration Tests: An Investigation Using U.S. Equity Markets” (with A. Protopapadakis), *Journal of International Financial Markets, Institutions & Money*, 1997, Vol. 7, pp. 93-135 (Lead Article).

“Economic Risk Factors and Commercial Real Estate Returns” (with D. Ling), *Journal of Real Estate Finance and Economics*, 1997, Vol. 14, pp. 283-307.

## **PAPERS UNDER SUBMISSION**

“The Exodus from Sovereign Risk: Sovereign Ceiling Violations in Credit Default Swap Markets” (with J. Lee and S. Sirmans), revise and resubmit at *Journal of Finance*

“Credit Availability and Asset Pricing Spirals in Illiquid Markets” (with D. Ling and B. Scheick), under submission at the *Journal of Financial and Quantitative Analysis*

“What Motivates Corporate Managers to Make Socially Responsible Investments” (with R. Borghesi and J. Houston), under submission at the *Journal of Financial and Quantitative Analysis*

“Cloud Computing Spot Pricing Dynamics: Latency and Limits to Arbitrage” (with Kenny Cheng and Zhi Li), under submission at *Management Science*

“Investor Sentiment, Limits to Arbitrage, and Private Market Returns” (with D. Ling and B. Scheick), accepted at *Real Estate Economics*

“Returns, Volatility, and Information Transmission Dynamics in Public and Private Real Estate Markets” (with D. Ling), revise and resubmit at *Real Estate Economics*

“Public and Non-Public Information in Credit Ratings” (with M. Livingston, M. Nimalendran, and L. Zhou), revise and resubmit at *Journal of Financial Markets*

## CURRENT RESEARCH ACTIVITY

“CDS Momentum” (with J. Lee and S. Sirmans)

“Borrowing Beyond Borders: The Geography and Pricing of Syndicated Bank Loans” (with J. Houston and J. Itzkowitz)

“Expected Returns and Leverage” (with M. Nimalendran and S. Sardarli)

“Press Coverage and Returns” (with J. Houston and D. Shao)

“Multi-market Trading and Funding Liquidity Risk” (with E. Dudley)

“Why Do Distant Buyers Pay More? Search Costs, Behavioral Biases, and Information Intermediary Effects” (with D. Ling and M. Petrova)

“Leverage, Volatility, and Returns: A Cross-Country Analysis of Public Real Estate Markets” (with E. Giacomini and D. Ling)

“Where’s the Liquidity? Information and Trading Costs in Asset Pricing” (with T. Barkely, and M. Nimalendran)

“The Determinants and Time-Variation of Price Discovery: S&P 500 SPDRs, Futures, and Options” (with T. Barkley and M. Nimalendran)

## BUSINESS, PROFESSIONAL AND CONFERENCE PROCEEDINGS PUBLICATIONS

“Corporate Borrower Nationality and Global Presence: Cross Country Evidence on the Pricing of Syndicated Bank Loans,” (with J. Houston and J. Itzkowitz), *Research Handbook on International Banking and Governance*, Edward Elgar Publishing, 2011.

“Do Real Estate Ownership and Leasing Decisions Affect a Non-Real Estate Firm’s Stock Market Risk and Return?” (with D. Ling and M. Ryngaert), *Journal of Shopping Center Research*, 2006, Vol. 13, No. 1, pp. 1-18 (Lead Article).

“The Effects of Purchases of Mortgages and Securitization by Government Sponsored Enterprises on Mortgage Yield Spreads and Volatility” (with A. Toevs), *Fannie Mae Papers*, 2002, Vol. 1, Issue 3, pp. 1-14.

“Fundamental Determinants of Commercial Real Estate Returns” (with D. Ling), *Journal of Real Estate Finance*, 1998, Vol. 14, pp. 13-24.

“An Analysis of the Linkages Between Macroeconomic Events and Commercial Real Estate Returns” (with D. Ling), *The Cutting Edge*, Proceedings of the Property Research Conference of the Royal Institution of Chartered Surveyors, 1995, Vol. 1, pp. 281-305.

## RESEARCH GRANTS

Center for International Business Education and Research, 2011-2014, Principal Investigator

University of Florida, College of Business, 1994-2010, Summer Research Grants

- European Public Real Estate Association, 2012-2013, “Leverage, Volatility, and Returns: A Cross-Country Analysis of Public Real Estate Markets” (with E. Giacomini and D. Ling)
- Real Estate Research Institute, 2012-2013, “Search Costs and Behavioral Biases in Commercial Real Estate Pricing: Why Do Distant Buyers Pay More than Local Buyers?” (with D. Ling and M. Petrova)
- NAREIT, 2011, “The Dynamics of Returns and Volatility in Public and Private Real Estate Markets” (with D. Ling)
- Real Estate Research Institute, 2010-2011, “Funding Constraints and Commercial Real Estate Pricing Spirals” (with D. Ling and B. Scheick)
- Real Estate Research Institute, 2009-2010, “The Differential Effects of Investor Sentiment in Public and Private Commercial Real Estate Markets” (with D. Ling and B. Scheick)
- Real Estate Research Institute, 2006-2007, “Real Estate Capital Flows, Investor Sentiment, and Asset Pricing” (with J. Clayton and D. Ling)
- Real Estate Research Institute, 2005-2006, “The Dynamics of Capital Flows and Property Returns: A Disaggregated Analysis of Metropolitan Areas and Property Types” (with J. Fisher and D. Ling)
- ICSC Educational Foundation, 2004-2005, “Do Real Estate Ownership and Leasing Decisions Affect a Non-Real Estate Firm’s Stock Market Risk and Return?” (with D. Ling and M. Ryngaert)
- Real Estate Research Institute, 2003-2004, “Dedicated REIT Mutual Fund Flows and Performance” (with D. Ling)
- Homer Hoyt Institute and Real Estate Research Institute, 2002-2003, “The Dynamics of REIT Capital Flows and Returns” (with D. Ling)
- Center for International Business Education and Research, 1999-2000, “The Impact of Economic News on Foreign Exchange Rates, Volatility, and Trading Volume” (with M. Flannery)
- Public Utilities Research Center, 1999-2000, “The Impact of Derivative Usage on Utilities,” (with L. Fauver)
- Real Estate Research Institute, 1999-2000, “Commercial Real Estate Return Performance: A Multi-Beta, Cross-Country Analysis” (with D. Ling)
- Real Estate Research Institute, 1998-1999, “Estimating Returns on Commercial Real Estate: A New Methodology” (with M. Nimalendran)
- Real Estate Research Institute, 1997-1998, “The Predictability of Equity REITS” (with M. Ryngaert)
- Division of Sponsored Research, University of Florida, 1995-1996, “Government Intervention and Dynamic Linkages Across Foreign Exchange and Equity Markets”
- Real Estate Research Institute, 1995-1996, “An Analysis of the Linkages Between Macroeconomic Events and Commercial Real Estate Returns” (with D. Ling)

## **PAPER/CONFERENCE PRESENTATIONS AND PARTICIPATION**

- Presenter of “The Exodus from Sovereign Risk: Sovereign Ceiling Violations in Credit Default Swap Markets,” SFS Finance Cavalcade, University of Miami, Miami, FL May 2013
- Program Chair, International and Real Estate Tracks, Financial Management Association Annual Meeting, Atlanta, GA, October, 2012

Presenter (Plenary Panel) “International Institutes and Centers,” AIB-LAT Conference, Miami, FL, April, 2012

Discussant of “Do Stock Prices Move too Much to be Justified by Changes in Cash Flows? New Evidence from Parallel Asset Markets,” *UF-FSU* Symposium at the University of Florida, March 2012

Discussant of “Supply, Demand, and the Value of Green Buildings,” AREUEA Annual Meeting, Chicago, Illinois, January, 2012

Presenter of “Information, Uncertainty and Behavioral Effects: Evidence from US REIT Earnings Announcements,” *JIMF* Symposium at Tilburg University, Tilburg, Netherlands, December 2011

Discussant of “Liquidity Dynamics across Public and Private Markets,” *JIMF* Symposium at Tilburg University, Tilburg, Netherlands, December 2011

Presenter of “Borrowing Beyond Borders: The Geography and Pricing of Syndicated Bank Loans,” European Finance Association Annual Meeting, Porto, Portugal, June 2011

Discussant of “Performance Pricing Covenants and Corporate Loan Spreads,” European Finance Association Annual Meeting, Porto, Portugal, June 2011

Presenter of “Credit Availability and Asset Pricing Spirals in Illiquid Markets,” Texas Tech University, Lubbock, TX, April 2011

Discussant of “How Do Institutional Factors Affect International Real Estate Returns,” AREUEA Annual Meeting, San Francisco, CA, January, 2009

Session Chair of “Valuation Studies, (top-ten percent paper session)” Financial Management Association Annual Meeting, Salt Lake City, Utah, October 2006

Program Committee/Reviewer, Financial Management Association Annual Meeting, Utah, Oct. 2006

Panel Moderator of “Corporate Finance Perspectives in Latin America,” Latin American Business Environment Conference, Gainesville, FL, March 2004 and March 2005

Presenter of “Bond Ratings, Private Information, and Declining Credit Quality,” University of Kentucky, Lexington, KY, April 2004

Session Chair of “International Equity Markets,” Eastern Finance Association Annual Meeting, Orlando, FL, April 2003

Program Committee/Reviewer, Eastern Finance Association Annual Meeting, Orlando, FL, April 2003

Presenter of “The Dynamics of REIT Capital Flows and Returns,” American Real Estate and Urban Economics Association Annual Meeting, Washington, DC, January 2003

Session Chair of “Hedging Strategies and Hedge Effectiveness,” Southern Finance Association Annual Meeting, Key West, FL, November, 2002

Presenter of “US Evidence on the Effects of GSEs on Mortgage Markets,” Prudential Securities/Icatu (PIGII) Seminar on Real Estate Investment at Pontifícia Universidade Católica do Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil, October 2002

Presenter of “International Momentum Strategies: Profitability and Cross-Country Relationships,” University of New Orleans, LA, April 2002

Presenter of “International Momentum Strategies: Profitability and Cross-Country Relationships,” CIBER, University of Florida, Florida, April 2002

Presenter of “International Momentum Strategies: Profitability and Cross-Country Relationships,” University of Miami, Florida, November 2001

Program Chair, International Track, Financial Management Association Annual Meeting, Toronto, Canada, October, 2001

Session Chair of “Cost of Capital and Firm Value in Emerging Markets,” Financial Management Association Annual Meeting, Toronto, Canada, October, 2001

Presenter of “The Effects of Purchases of Mortgages and Securitization by Government Sponsored Enterprises on Mortgage Yield Spreads and Volatility,” American Real Estate and Urban Economics Association Annual Meeting, New Orleans, LA, January 2001

Program Committee, Financial Management Association Annual Meeting, Seattle, WA, October, 2000

Session Chair of “Volatility, Risk and Contagion,” Financial Management Association Annual Meeting, Seattle, WA, October, 2000

Program Committee, European Financial Management Association Annual Meeting, Edinburgh, Scotland, May, 2000

Program Committee, Eastern Finance Association Annual Meeting, Myrtle Beach, SC, April, 2000

Discussant of “What Drives Equity REIT Returns? The Relative Influences of Bond, Stock, and Real Estate Factors,” American Real Estate and Urban Economics Association Annual Meeting, Boston, MA, January, 2000

Program Committee, Financial Management Association Annual Meeting, Orlando, FL, October, 1999

Session Chair of “Forecasting Foreign Exchange Rates,” Financial Management Association Annual Meeting, Orlando, FL, October, 1999

Discussant of “Exchange Rates and Fundamentals: Evidence from Out-of-Sample Forecasting Using Neural Networks,” Financial Management Association Annual Meeting, Orlando, FL, October, 1999

Presenter of “Capital Market Development, Legal Systems and the Value of Corporate Diversification: A Cross Country Analysis,” Western Finance Association Annual Meeting, Santa Monica, CA, June 1999

Session Chair of “Real Estate Asset Pricing,” American Real Estate and Urban Economics Association Annual Meeting, New York, NY, January, 1999

Presenter of “Government Intervention and Adverse Selection Costs in Foreign Exchange Markets,” Northeastern University, Boston, MA, May 1998

Discussant of “What Do Stock Splits Really Signal?,” American Finance Association Annual Meeting, New Orleans, LA, January 1997

Session Chair of “Information Processing in Financial Markets,” Financial Management Association Annual Meeting, New Orleans, LA, October, 1996

Discussant of “The Impact of Day-of-the-Week on IPO Return Autocorrelations,” Financial Management Association Annual Meeting, New Orleans, LA, October, 1996

Discussant of “A Latent Variables Asset Pricing Model with Time-Varying Beta Ratios,” Financial Management Association Annual Meeting, New Orleans, LA, October, 1996

Discussant of “A Time-Varying Risk Analysis of Equity and Real Estate Markets in the U.S. and Japan,” American Real Estate and Urban Economics Association International Real Estate Conference, Orlando, FL, May 1996

Discussant of “A Rational Explanation for the Home Country Dedication of Equity Portfolios,” American Economic Association Annual Meeting, San Francisco, CA, January 1996

Presenter of “Financial Market Integration Tests: An Investigation Using U.S. Equity Markets,” Financial Management Association Annual Meeting, New York, NY, October 1995

Discussant of “Functional Form of the Stock Return Model: Some International Evidence,” Financial Management Association Annual Meeting, New York, NY, October 1995

Presenter of “Financial Market Integration Tests: An Investigation Using U.S. Equity Markets,” Multinational Financial Conference organized by the Rutgers University, Philadelphia, PA, June 1995

Discussant of “Structural Characteristics Differentiating Emerging Equity Markets,” Multinational Financial Conference organized by the Rutgers University, Philadelphia, PA, June 1995

Discussant of “Assessing Benefits of Dynamic Asset Allocation for Swedish Investors,” Global Finance Conference organized by the Global Finance Association, San Diego, CA, May 1995

Presenter of “Financial Market Integration Tests: An Investigation Using U.S. Equity Markets,” Global Finance Conference organized by the Global Finance Association, San Diego, CA, May 1995

Session Chair of “Ethics in the Investment Profession: A Survey of Pacific Rim Countries,” National Conference on Finance Ethics organized by the University of Florida, Gainesville, FL, January 1995

## **BOOK REVIEWS**

*International Investments* (2002) by Bruno Solnik

*Fundamentals of Financial Management* (1997) by Eugene Brigham and Joel Houston

*International Financial Markets and the Firm* (1995) by Piet Sercu and Raman Uppal

## **EDITORIAL BOARDS**

*Global Finance Journal*, 2010-Present

*Journal of Financial Research*, 2012-Present

*Emerging Markets Review*, Associate Editor, 2002-2006

## **JOURNAL REFEREE**

*Journal of Finance*, *Review of Financial Studies*, *Journal of International Money and Finance*, *Journal of International Business Studies*, *Global Finance Journal*, *Multinational Finance Journal*, *Emerging Markets Review*, *Journal of International Financial Markets*, *Institutions, and Money*, *Journal of Development Economics*, *Journal of Corporate Finance*, *Journal of Financial Markets*, *Journal of Financial Intermediation*, *Journal of Money, Credit, and Banking*, *Journal of Banking and Finance*, *Journal of Financial Research*, *Review of Financial Economics*, *Journal of European Finance*, *Southern Economic Journal*, *Real Estate Economics*, *Journal of Real Estate Finance and Economics*, *Journal of Property Research*, *Journal of Economics and Finance*, *Scandinavian Journal of Economics*, *European Financial Management*, *Pacific Basin Finance Journal*

## **PROFESSIONAL MEMBERSHIPS**

American Finance Association, Financial Management Association, Western Finance Association, American Real Estate and Urban Economics Association

## **LANGUAGES**

Fluent in Spanish

## **DISSERTATION COMMITTEE**

Aris Protopapadakis, University of Southern California

Richard J. Sweeney, Georgetown University

Thomas D. Willett, Claremont Graduate University



# UF | Warrington College of Business Administration

UNIVERSITY of FLORIDA

**Tharanga Rajapakshe, Ph.D.**  
**Assistant Professor**  
**Information Systems and Operations Management**  
**Warrington College of Business Administration**  
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## Academic Background [Add]

- [Edit] Ph.D. The University of Texas at Dallas, Richardson, TX, Management Science, 2011
- [Edit] [x] M.B.A. University of Texas at Dallas, Richardson, TX, Business Administration, 2011
- [Edit] [x] M.Sc. University of Texas at Dallas, Richardson, TX, Supply Chain Management, 2010
- [Edit] [x] GradCert Chartered Institute of Management Accountants, UK, 2006
- [Edit] [x] B.Sc. University of Peradeniya, Kandy, Sri Lanka, Production Engineering, 2002

## WORK EXPERIENCE

### Work Experience [Add]

- [Edit] [x] Assistant Professor, University of Florida (August, 2011 - Present).
- [Edit] [x] Instructor/ Teaching Assistant, University of Texas at Dallas (August, 2006 - August, 2011).
- [Edit] [x] Assistant Manager, NDB Bank (November, 2003 - July, 2006).
- [Edit] [x] Instructor/Teaching Assistant, University of Peradeniya (January, 2003 - October, 2003).
- [Edit] [x] Trainee, Bata Shoe Company Ltd (August, 2001 - November, 2001).
- [Edit] [x] Trainee, Ceylon Chocolates Ltd. (January, 2000 - March, 2000).
- [Edit] [x] Research Assistant, Institute of Fundamental Studies (1997 - 1998).

## TEACHING

**Courses from the Teaching Schedule:** International Operations/Logistics (Doctoral), Principles of Logistics/Transportation Systems (Doctoral), Project Management (Doctoral), Seminar in Information Systems and Operations Management (Doctoral)

## INTELLECTUAL CONTRIBUTIONS

### Intellectual Contributions Grid

Category	DBS	CTP	LPS	Total
Articles in Refereed Journals	3			3
Presentations of Refereed Papers	1			1
Presentations of Non-Refereed Papers	24			24
Working Papers (all)	4			4
<b>Totals</b>	<b>32</b>			<b>32</b>

### Refereed Articles [Add]

#### Discipline-Based Scholarship

- [Edit] [x] Rajapakshe, T., Dawande, M., Gavirneni, S., Sriskandarajah, C., & Panchalavarapu, R. (in press, 2013). Designing Dedicated Transportation Subnetworks: Deadheading vs. Lane-Sharing. *Production*

and Operations Management.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2013). On the Tradeoff Between Remanufacturing and Recycling. *International Journal of Services and Operations Management*.

[Edit] [x] Dawande, M., Drobouchevitch, I., Rajapakshe, T., & Sriskandarajah, C. (2011). Analysis of Revenue Maximization Under Two Movie-Screening Policies,. *Production and Operations Management*.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). Quantifying the Impact of the Layout on Productivity: An Analysis from Robotic-Cell Manufacturing. *Operations Research*.

## **Presentations of Refereed Papers** [Add]

### **International**

[Edit] [x] Rajapakshe, T., Dawande, M., Gavirneni, S., & Sriskandarajah, C. (2011). *Designing Dedicated Transportation Subnetworks: Deadheading vs. Lane-Sharing*. POMS Colleague of Supply Chain Management, POMS Annual Meeting 2010, Vancouver, Canada.

## **Presentations of Non-Refereed Papers** [Add]

### **International**

[Edit] [x] Dawande, M., Drobouchevitch, I., Rajapakshe, T., & Sriskandarajah, C. (2008). *Analysis of Revenue Maximization Under Two Movie-Screening Policies*,. INFORMS Annual Meeting, Washington DC, District of Columbia.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2009). *Quantifying the Impact of the Layout on Productivity: An Analysis from Robotic-Cell Manufacturing*. INFORMS Annual Meeting, San Diego, California.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2010). *On the Tradeoff Between Remanufacturing and Recycling*. School of Business, University of Kansas, Lawrence, Kansas.

[Edit] [x] Dawande, M., Drobouchevitch, I., Rajapakshe, T., & Sriskandarajah, C. (2011). *Analysis of Revenue Maximization Under Two Movie-Screening Policies*,. POMS Annual Meeting, Reno, Nevada.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). *On the Tradeoff Between Remanufacturing and Recycling*. Katz Graduate School of Business and College of Business Administration, University of Pittsburgh, Pittsburgh, Pennsylvania.

[Edit] [x] Rajapakshe, T., Dawande, M., Gavirneni, S., & Sriskandarajah, C. (2010). *Designing Dedicated Transportation Subnetworks: Deadheading vs. Lane-Sharing*. Decision Sciences, San Diego, California.

[Edit] [x] Rajapakshe, T., Dawande, M., Gavirneni, S., & Sriskandarajah, C. (2011). *Designing Dedicated Transportation Subnetworks: Deadheading vs. Lane-Sharing*. POMS Annual Meeting, Vancouver, Canada.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). *Quantifying the Impact of the Layout on Productivity: An Analysis from Robotic-Cell Manufacturing*. POMS Annual Meeting, Reno, Nevada.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). *On the Tradeoff Between Remanufacturing and Recycling*. College of Business and Behavioral Sciences, Clemson University, Clemson, South Carolina.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). *On the Tradeoff Between Remanufacturing and Recycling*. Rutgers Business School, Rutgers University, Newark, New Jersey.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). *On the Tradeoff Between Remanufacturing and Recycling*. Krannert School of Management, Purdue University, West Lafayette, Indiana.

[Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). *On the Tradeoff Between Remanufacturing and Recycling*. College of Business and Management, Northeastern Illinois University, Chicago, Illinois.

- [Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2010). *On the Tradeoff Between Remanufacturing and Recycling*. School of Business, George Washington University, Washington DC, District of Columbia.
- [Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2010). *On the Tradeoff Between Remanufacturing and Recycling*. Monte Ahuja College of Business, Cleveland State University, Cleveland, Ohio.
- [Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2010). *On the Tradeoff Between Remanufacturing and Recycling*. INFORMS Annual meeting, Austin, Austin, Texas.
- [Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2010). *On the Tradeoff Between Remanufacturing and Recycling*. Kelley School of Business, Indiana University, Bloomington, Indiana.
- [Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). *On the Tradeoff Between Remanufacturing and Recycling*. Warrington College of Business, University of Florida, Gainesville, Florida.
- [Edit] [x] Rajapakshe, T., Dawande, M., Gavirneni, S., & Sriskandarajah, C. (2012). *Designing Dedicated Transportation Subnetworks: Deadheading vs. Lane-Sharing*. INFORMS Optimization Society Meeting, Miami, Florida.
- [Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). *Quantifying the Impact of the Layout on Productivity: An Analysis from Robotic-Cell Manufacturing*. INFORMS Annual Meeting, Charlotte, North Carolina.
- [Edit] [x] Rajapakshe, T. K., Dawande, M., & Janakiraman, G. (2012). *Improving Agricultural Productivity: Impact of Minimum Support Prices*. POMS Annual Meeting, Chicago, Illinois.
- [Edit] [x] Rajapakshe, T. (2013). *Dedicated Transportation Subnetworks: Design, Analysis, and Insights*. POMS Annual Meeting, Denver, Colorado.
- [Edit] [x] Rajapakshe, T., Dawande, M., & Janakiraman, G. (2012). *Improving Agricultural productivity: Impact of Minimum Support Prices*. INFORMS 2012, Phoenix, Arizona.

### **National**

- [Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2011). *On the Tradeoff Between Remanufacturing and Recycling*. St Antonio Chapter of American Statistical Association, St Antonio, Texas.

### **Regional**

- [Edit] [x] Rajapakshe, T., Dawande, M., & Sriskandarajah, C. (2008). *Quantifying the Impact of the Layout on Productivity: An Analysis from Robotic-Cell Manufacturing*. INFORMS Regional Conference, College Station, Texas.

### **Papers Under Review** [Add]

- [Edit] [x] Rajapakshe, T., Janakiraman, G., & Dawande, M. (2013). "Understanding the Operational Impact of Minimum Support Prices in Agriculture," Initial submission to *Manufacturing and Service Operations Management*.
- [Edit] [x] Cesaret, B., Dawande, M., & Rajapakshe, T. (2012). "A Decentralized Bicriteria Timeshare Exchange Algorithm," Revision under 2nd review to *Manufacturing and Service Operations Management*.

### **Working Papers** [Add]

- [Edit] [x] Rajapakshe, T., Sriskandarajah, C., & Kumar, S. (2013). "Fee and benefits Decisions for a Healthcare Network Service provider".
- [Edit] [x] Wang, L., Rajapakshe, T., & Vakharia, A. (2012). "Reverse Logistics Channels: Designs, Analysis, and Insights" targeted for European Journal of Operational Research.

### **SERVICE**

**Service to the Institution** [Add]

**Department Assignments**

**Member:**

[Edit] [x] 2012-2013: ISOM Outstanding Graduate Student Award

**College Assignments**

**Member:**

2012-2013: Teaching Committee

2011-2012: Information Resources Committee

Last updated by member on 25-Mar-13 (10:29 AM)

May 2013

## VITA

**NAME:** Doug Waldo

**OFFICE:** Department of Economics, University of Florida, Gainesville FL 32611  
(352) 392 - 1370, doug.waldo@warrington.ufl.edu

**HOME:** 4328 NW 76th Terrace, Gainesville, FL 32606, (352) 377-7924

**BIRTH DATE:** 9/13/50

**MARITAL STATUS:** Married

**FIELDS:** Macroeconomics

### DEGREES:

BA in Economics - Wichita State University (1972)

MBA - Wichita State University (1974)

PHD in Monetary Economics - University of North Carolina (1980)

### EXPERIENCE:

8/78 - 8/79	The Brookings Institution - Research Fellow
9/79 - 8/81	Federal Reserve Board (International Division) - Economist
1/81 - 5/81	Georgetown University - Part-time Lecturer
8/81 - 8/88	University of Florida - Assistant Professor
8/88 -	University of Florida - Associate Professor

### PUBLICATIONS & WORKING PAPERS

"Sticky Nominal Wages and the Optimal Employment Rule," Journal of Monetary Economics, July 1981, pp. 339-353.

"Rational Expectations and the Role of Countercyclical Monetary Policy," Journal of Monetary Economics, July 1982, pp. 101-109.

"Reserve Requirements on Eurocurrency Deposits; Implications for Eurodeposit Multipliers, Control of a Monetary Aggregate, and Avoidance of Redenomination Incentives," written jointly with Dale Henderson, published in The International Monetary System Under Stress, edited by Jacob S. Dreyer, Gottfried Haberler, and Thomas Willet. (American Enterprise Institute, 1982), pp. 301-340.

"Reserve Requirements on Eurocurrency Deposits: Implications for the Stabilization of Real Outputs," written jointly with Dale Henderson, published in Economic Interdependence and Flexible Exchange Rates, edited by Jagdeep Bhandari and Bluford Putnam. (MIT press, 1983), pp. 350-384.

"Bank Runs, the Deposit-Currency Ratio, and the Short-term Interest Rate," Journal of Monetary Economics, May 1985, pp. 269-277.

"Open Market Operations in the Overlapping Generations Model," Journal of Political Economy, May 1985, pp. 269-277.

"On the Policy Effectiveness Proposition and a Keynesian Alternative," written jointly with Mark Rush, Economic Journal, June 1988, pp. 498-503

"Growth and Trustified Capitalism," written jointly with Peter Thompson, Journal of Monetary Economics, December 1994, pp. 445-462

"Does the Government Spending Multiplier Decrease With Inflation?" written jointly with Ken Koelln and Mark Rush, The Journal of Monetary Economics, December 1996, pp. 507 - 534

"Process versus Product Innovation: Do Consumption Data Contain Any Information?" written jointly with Peter Thompson. Southern Economic Journal, July 2000, pp. 155 - 170

"Intangible Asset Prices and Schumpeterian Growth," written jointly with Elias Dinopoulos. Journal of Economic Growth, June 2005, pp. 135 - 157.

## TEACHING AWARDS

1994 - Teaching Improvement Program Award

1999 - Traditional MBA Core Teacher of the Year

2000 - EMBA Teacher of the Year

2001 - WMBA01 Outstanding Faculty Award  
Traditional MBA Core Teacher of the Year

2002 - WMBA02 Outstanding Faculty Award

2003 - Traditional MBA Core Teacher of the Year

2004 - P2MBA04 Outstanding Faculty Award  
Traditional MBA Core Teacher of the Year

2005 - P2MBA05 Outstanding Faculty Award  
Traditional MBA Core Teacher of the Year  
P2MBAN05 Outstanding Faculty Award

2006- EMBA06 Outstanding Faculty Award  
SFMBA06 Outstanding Faculty Award

2007- SFMBA07 Outstanding Faculty Award  
P2MBA07 Outstanding Faculty Award

2008 - EMBA08 Outstanding Faculty Award

2009 – Undergraduate Economics Faculty Member of the Year

2010 – EMBA10 Outstanding Faculty Award

2011 – Graduate/Professional Teacher of the Year  
EMBA11 Outstanding Faculty Award

2013 – EMBA13 Outstanding Faculty Member  
Undergraduate Economics Faculty Member of the Year

## TEACHING EVALUATIONS

ECO 3203 – Intermediate Macro

ECO 3713 - International Macro

ECO 5715 – Open Economy Macro (MBA core, MAIB, MSM, etc)

ECO 6716 – International Macro (External MBA)

Semester	Course	Enrolled	Respondents	Average Rating	GPA
Spring 10	ECO 5715 (0663)	34	32	4.32	3.50
Spring 10	ECO 5715 (7126)	51	35	4.34	3.27
Spring 10	ECO 6716 (6409)	58	15	4.71	3.44
Summer 10	ECO 6716 (7199)	52	25	4.20	3.51
Fall 10	ECO 5715 (4937)	30	27	4.54	3.49
Fall 10	ECO 5715 (6939)	62	47	4.65	3.37
Fall 10	ECO 5715 (7473)	35	27	4.52	3.51
Fall 10	ECO 5715 (8878)	24	14	4.77	3.60
Fall 10	ECO 6716 (0415)	45	29	4.69	3.45
Spring 11	ECO 3713 (0671)	37	10	4.40	2.89
Spring 11	ECO 3713 (0711)	40	11	4.18	2.99
Spring 11	ECO 5715 (0663)	35	23	4.73	3.52
Spring 11	ECO 5715 (7126)	64	37	4.50	3.24
Spring 11	ECO 6716 (6409)	46	24	4.50	3.51
Summer 11	ECO 6716 (7199)	55	24	4.46	3.50
Fall 11	ECO 3203 (6113)	33	13	4.77	3.03
Fall 11	ECO 5715 (4937)	20	6	4.50	3.40
Fall 11	ECO 5715 (6939)	52	19	4.21	3.42
Fall 11	ECO 5715 (7473)	37	17	4.63	3.50
Fall 11	ECO 5715 (8878)	52	16	4.75	3.45
Fall 11	ECO 6716 (0415)	48	18	4.72	3.49
Spring 12	ECO 3713 (04EE)	42			3.13
Spring 12	ECO 5715 (0663)	22	4	4.00	3.50
Spring 12	ECO 5715 (7126)	69	20	4.58	3.28
Spring 12	ECO 6716	50			3.49



## TEACHING EVALUATIONS (Continued)

Semester	Course	Enrolled	Respondents	Average	GPA
Summer 12	ECO 6716 (7199)	50	21	4.67	3.47
Fall 12	ECO 5715 (4937)	19	5	4.40	3.44
Fall 12	ECO 5715 (6939)	48	20	4.70	3.48
Fall 12	ECO 5715 (7473)	31	17	4.63	3.48
Fall 12	ECO 5715 (8878)	53	20	4.40	3.49
Fall 11	ECO 6716 (0415)	49	28	4.89	3.49
Spring 13	ECO 3713 (0822)				
Spring 13	ECO 3713 (04EE)				
Spring 13	ECO 3713 (11HH)				
Spring 13	ECO 3713 (12AD)				
Spring 13	ECO 5715 (0663)	35	7	4.86	3.53
Spring 13	ECO 5715 (7126)	68	16	4.25	3.48
Spring 13	ECO 6716				

## DISSERTATION COMMITTEES

Van-Jeou Chen (1986)	Frank Casey (1996)
Mark Peters (1990)	Jennifer Cobb (1996)
Mike Montgomery (1990)	Kay Ishikawa (1998)
Ken Koelln (1991)	Jian-Mao Wang (1998)
Jack Praschnik (1991)	Trevor Woollery (1998)
Carol Dole (1992)	Fuat Sener (1999)
Cindy Stephens (1992)	Eric Chaing (2002)
Peter Thompson (1993)	Iordanis Petsas (2002)
Dave Witherspoon (1993)	Arturo Bocardo (2003)
Amitahb Mungale (1994)	Kevin Christensen (2006)
Sri Devi Deepak (1995)	Ali Gungoraydinoglu (2007)
Cindy Houser (1995)	Ting Levy (2010)
Li Zhu (1995)	Sibusiso Moyo (2012)
Margaret Bryne (1996)	

## **DEPARTMENTAL SERVICE**

1. Graduate Coordinator, Fall 1987 - Fall 1989
2. Department Graduate Committee, Fall 1987 - Fall 1989  
& Fall 1991 - Spring 1995
3. Undergraduate Coordinator, Summer 1996 – Summer 2009
4. Undergraduate Representative to Liberal Arts, Fall 1995 – Summer 2009
5. Peer Review of Carol West's Teaching - Spring 2007
6. Peer Review of Elias Dinopoulos' Teaching - Spring 2007
7. Department Undergraduate Committee, Fall 1995 - Present

## **COLLEGE SERVICE**

1. College Graduate Committee, Fall 1987 - Fall 1989
2. College Teaching Committee, Fall 1990 - Fall 1992
3. College Minority Affairs Committee, Fall 1994 - Spring 1995
4. Undergraduate Representative to College of Business, Fall 1998 – Summer 2009
5. College Undergraduate Strategic Planning Committee, Spring 2002
6. Financial Crisis of 2008 - Panelist
7. College Student Organization & Hall of Fame Award Committee. Spring 2006 –  
Spring 2008, Spring 2011
8. Discipline Committee, Fall 2008 – present
9. MAIB AOL Committee, Spring 2011 – present
10. Undergraduate Programs Retreat, Summer 2011
11. MBA Committee, Fall 2011 – Spring 2013
12. Teaching Committee, Fall 2012 – Spring 2013

## **UNIVERSITY SERVICE**

1. Senate Petitions Committee, Fall 2009 – Fall 2010
2. University Graduate Teaching Awards Committee, Fall 2006 – present
3. Commencement Marshall, Spring 2011
4. Commencement Marshall, Spring 2013

## **OTHER SERVICE**

1. “What Makes Things Tick (or Not): the Big Picture” – Presentation to the Institute for Learning in Retirement, Spring 2009
2. Referee - Antitrust Bulletin, Summer 2011

## **NATIONAL CONFERENCES**

1. Southern Economics Association Meetings – Discussant, November 2007
2. Cato Institute Conference on “Lessons from the Subprime Crisis” - Attendee, November 2008
3. American Economic Association Annual Meeting – Attendee, January 2009
4. American Economic Association Continuing Education Program on Monetary Economics – Attendee, January 2009

## **Jinhong Xie (谢劲红)**

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Tel: (352) 273-3270  
Fax: (352) 846-0457  
Email: xiej@ufl.edu

### **EDUCATION**

- Ph.D. in Engineering and Public Policy, **Carnegie Mellon University**
- M.S. in Engineering and Public Policy, **Carnegie Mellon University**
- M.S. in Optimal Control, the **Second Academy of the Ministry of Astronautics** (China)
- B.S. in Electrical Engineering, **Tsinghua University** (China)

### **EMPLOYMENT**

- JC Penney Eminent Scholar Chair, University of Florida, 2012— present
- Etheridge Professor of International Business, University of Florida, 2009—2012
- J.C. Penney Professor, University of Florida, 2008—2009
- Professor of Marketing (with tenure), University of Florida, 2006—present
- Associate Professor (with tenure), University of Florida, 2001—2006
- Visiting Professor, Carnegie Mellon University, Spring 2005
- Visiting Professor, University of Pittsburgh, Fall 2004
- Assistant Professor, University of Florida, 1995 — 2001
- Assistant Professor, University of Rochester, 1991 — 1995
- Research Assistant, Resources for the Future, Washington D.C., Summer, 1989
- Engineer, The Second Academy of the Ministry of Astronautics, Beijing, 1984-1987

### **OTHER RESPONSIBILITY AND TEACHING EXPERIENCE**

- Co-Chair, Marketing Department, Tsinghua University
- Instructor, BOCCONI University (*International Marketing*, MBA)
- Instructor, Tsinghua University (*Marketing Models*, Ph.D)
- Instructor, Cheung Kong Graduate School of Business (*The Art and Science of Managerial Decision Analysis*, EMBA)
- Instructor, University of Rochester (*Pricing Policy*, *Managerial Decision Analysis*, *Marketing Strategies*, MBA)
- Instructor, Carnegie Mellon University ( *International Marketing*)
- Instructor, The International University of Japan (*Pricing Policy*, MBA).

## ACADEMIC HONORS AND AWARDS

- **International Educator of the Year Award**, University of Florida, Warrington College of Business Administration, 2012.
- **Marketing Science Long Term Impact Award Finalist**, INFORMS, 2010.
- **UF Research Foundation Professorship Award**, University of Florida, 2009-2012.
- **MSI/H. Paul Root Award Finalist**, AMA/MSI, 2010.
- **Frank M. Bass Dissertation Paper Award Finalist**, INFORMS, 2009.
- **Beall Senior Faculty Fellow**, University of Florida, 2007—2008.
- **Beall Faculty Fellow**, University of Florida, 2004 — 2007.
- **John D. C. Little Best Paper Award** [to the best marketing paper published in *Marketing Science* or *Management Science*], INFORMS, 2001.
- **Excellence in Service Research Award Finalist**, *Journal of Service Research*, 2000.
- University of Florida **TIP Teaching Award**, 1998.
- **Research Competition Award**, *Product Development and Management Association*, 1998.
- **Research Competition Award** on Enhancing the New Product Development Process, *Marketing Science Institute*, 1992.
- **Graduate Student Papers Award**, *Nineteenth Annual Telecommunications Policy Research Conference*.
- **The Herbert L. Toor Award**, EPP, Carnegie Mellon University.
- **The Outstanding Students Award**, Tsinghua University.

## PATENT

US Patent 8117063, “System and methods for creating probabilistic products and for facilitating probabilistic selling.” Inventors: Jinhong Xie and Scott Fay, Issue data: 2/14, 2012.

## REFEREED PUBLICATIONS

1. Juan Feng and Jinhong Xie (2012), “[Performance-based Advertising: Price as Signals of Product Quality](#),” *Information Systems Research*, Vol.23, No.3, September, pp. 2010-1041
2. Wang, Qi and Jinhong Xie (2012), “Decomposing Pioneer Survival: Implications for the Order-of-Entry Effect,” forthcoming at *Journal of Product Innovation Management*
3. Jing, Xiaoqing and Jinhong Xie (2011) “Group-Buying: A New Mechanism for Selling through Social Interactions,” *Management Science*, Vol. 57, No.8, pp. 1354-1372, [**Lead Article**].
4. Wang, Qi and Jinhong Xie (2011), “[Will Consumers Be Willing to Pay More When Your Competitors Adopt Your Technology? The Impacts of the Supporting-Firm Base in Markets with Network Effects](#),” *Journal of Marketing*. Vol. 75, No. 5, pp. 1-17[**Lead Article**].

5. Chen, Yubo, Qi Wang, and Jinhong Xie (2011), "[Online Social Interactions: A Natural Experiment on Word of Mouth Versus Observational Learning](#)," *Journal of Marketing Research*, Vol. 48, No. 2, pp. 238-254.
6. Zhao Min and Jinhong Xie (2011), "Effects of Social and Temporal Distance on Consumers' Responses to Peer Recommendations," *Journal of Marketing Research*, Vol. 48, No. 3, pp. 486-496.
7. Fay, Scott and Jinhong Xie (2010), "[The Economics of Buyer Uncertainty: Advance Selling vs. Probabilistic Selling](#)," *Marketing Science*, Vol. 27, No 4 (Summer) 674-690.
8. Wang, Qi, Yubo Chen and Jinhong Xie (2010) "[Survival in Markets with Network Effects: Product Compatibility and Order-of-Entry Effects](#)," *Journal of Marketing*, Vol. 74, No. 4. 1-14 [**Lead Article, MSI/H. Paul Root Award Finalist, AMA/MSI, 2010**]
9. Sun, Jiong, Sunder Kekre, Laurens Debo and Jinhong Xie (2010), "Component-Based Technology Transfer: Balancing Cost Saving and Imitation Risk," *Management Science*, Vol. 56 (3) 536-552.
10. Chen, Yubo and Jinhong Xie (2008), "[Online Consumer Review: Word-of-Mouth as A New Element of Marketing Communication Mix](#)," *Management Science*, Vol. 54, No. 3 (March) 477-490.
11. Fay, Scott and Jinhong Xie (2008), "Probabilistic Goods: An Innovative Way of Selling Products and Services," *Marketing Science*, Vol. 27, No 4 (Summer) 674-690.
12. Xie, Jinhong and Eitan Gerstner (2007), "Service Escape: Profiting From Customer Cancellations," *Marketing Science*, Vol. 26 (Spring) 18-30 [**Lead Article**].
13. Chen, Yuxin and Jinhong Xie (2007), "Cross-market Network Effect with Asymmetric Customer Loyalty: Implications on Competitive Advantage," *Marketing Science*, Vol. 26 (Spring) 52-66.
14. Chakravarti, Amitav and Jinhong Xie (2006), "The Impact of Standards Competition on Consumers: Effectiveness of Product Information and Advertising Formats," *Journal of Marketing Research*, Vol. 43 (2), 224-236.
15. Chen, Yubo and Jinhong Xie (2005), "Third-Party Product Review and Firm Marketing Strategy," *Marketing Science*, Vol. 24 (Spring) 218-240 .  
[**Frank M. Bass Dissertation Paper Award Finalist, INFORMS, 2009**]
16. Shugan, Steve and Jinhong Xie (2005), "Advance-Selling Strategies with Competition," *International Journal of Research in Marketing*, Vol. 22, 351-373.
17. Biyalogorsky, Eyal, Eitan Gerstner, Dan Weiss, and Jinhong Xie (2005), "Economics of Service Upgrades," *Journal of Service Research*, Vol. 7, No. 3, 234-244.

18. Sun, Baohong, Jinhong Xie, and Henry Cao (2004), "Product Strategy for Innovators in Markets with Network Effects," *Marketing Science*, Vol. 23 (Spring) 243-254.
19. Shugan, Steven and Jinhong Xie (2004), "Advance Selling for Services," *California Management Review*, Vol. 46 (Spring) 37-54.
20. Xie, Jinhong, Michael Song, and Anne Stringfellow (2003), "Antecedents and Consequences of Goal Incongruity on New Product Development in Five Countries: A Marketing View," *Journal of Product Innovation Management*, Vol. 20, 233-250.
21. Xie, Jinhong and Steven Shugan (2001), "Electronic Tickets, Smart Cards, and Online Prepayments: When and How to Advance Sell," *Marketing Science*, Vol. 20 (Summer) 219-243  
**[Lead Article, John D.C. Little Best Paper Award, 2001]**  
**[Marketing Science Long Term Impact Award Finalist, INFORMS, 2010]**
22. Shugan, Steven and Jinhong Xie (2000), "Advance Pricing of Services and Other Implications of Separating Purchase and Consumption," *Journal of Service Research*, Vol. 2 (February) 227-239. **[Finalist Best Paper Award JSR].**
23. Song, Michael, Jinhong Xie, and Barbara Dyer (2000), "Antecedents and Consequences of Marketing Managers' Conflict Handling Behaviors," *Journal of Marketing*, Vol.64 (January) 50-66.
24. Song, Michael and Jinhong Xie (2000), "Does Product Innovativeness Moderate the Relationship between Cross-Functional Integration and New Product Performance in Japanese and U.S. Firms?" *Journal of International Marketing*, Vol. 8, No. 4, 61-89.
25. Song, Michael, Jinhong Xie, and Anthony Di Benedetto (2000), "Information Attributes, Market Uncertainty, and Cross-Functional Information Processing: Hypotheses and Empirical Evidence from the U.S. and Japan," *IEEE Transactions on Engineering Management*, Vol. 8, No. 4, 61-89.
26. Xie, Jinhong, Michael Song, and Anne Stringfellow (1998), "Interfunctional Conflict, Conflict Resolution Styles, and New Product Success: A Four-Culture Comparison," *Management Science*, V44, N12, S192-S206.
27. Song, Michael R. Jeffrey Thieme, and Jinhong Xie (1998), "Patterns of Cross-Functional Joint Involvement Across Product Development Stages: An Exploratory Study," *The Journal of Product Innovation Management*, V15, P289-303.
28. Xie, Jinhong, Michael Song, Marvin Sirbu, and Qiong Wang (1997), "Kalman Filter Estimation of New Product Diffusion Models," *Journal of Marketing Research*, Vol. XXXIV, (August), 378-393.
29. Xie, Jinhong and Marvin Sirbu (1995), "Price Competition and Compatibility in the Presence of Positive Demand Externalities," *Management Science*, May, 41 (May) 909-926.

## **BOOK CHAPTERS**

Xie, Jinhong and Scott Fay, Chapter, "Marketing Innovation: Probability Goods and Probabilistic Selling," In the Handbook of Service Marketing Research, Editor: Roland Rust, Publisher: Edward Elgar Publishing Ltd. 2013.

Xie, Jinhong and Steven Shugan, Chapter, "Probabilistic Selling Theory," In the Handbook of Research in Pricing, Editor: Vithala R. Rao, Publisher: E-Elgar Publishers, 2009.

## **MSI REPORTS**

- Wang, Qi and Jinhong Xie (2011), "Impact of Supporting-firm Base Effect In Markets with Network Effect," Cambridge, MA: *Marketing Science Institute*, Report No. 10-109.
- Wang, Qi, Yubo Chen, and Jinhong Xie (2009) "Survival in Markets with Network Effects: Product Compatibility and Order-of-Entry Effects" Cambridge, MA: *Marketing Science Institute*, Report No. 09-110.
- Song, Michael, Jinhong Xie and Barbara Dyer (1997), "Antecedents and Consequences of Marketing Managers' Conflict Handling Behaviors in Cross-Functional Integration: A Five-Country Comparative Study and Strategic Implications," Cambridge, MA: *Marketing Science Institute*, Report No. 97-116.
- Song, Michael and Jinhong Xie (1996), "The Effect of R&D-manufacturing-marketing Integration on New Product Performance in Japanese and U.S. Firms: A Contingency Perspective," Cambridge, MA: *Marketing Science Institute*, Report No. 96-117.

## **INVITED RESEARCH PRESENTATION/KEYNOTE SPEECH (Recent)**

- University of North Carolina, April 1, 2013
- The Pennsylvania State University, March 2013
- Tulane University, February 2013
- Hong Kong City University, December 2012
- The Australian National University, December 2012
- University of Illinois, September 2012
- National Chiao Tung University (Taiwan), July 2012
- Huazhong Science and Technology University, April 2012
- Kansas University, February 2012
- Behavior Operations Research Workshop, December 2011
- The 6th Chinese E-commerce Conference, November 2011
- Tsinghua University, November 2011
- Northwest University, Oct. 2011
- Xian Technological University, Oct. 2011



- Graduate School of Chinese Academy of Science, September 2011
- Zheng Zhou University, July 2011
- The 2<sup>nd</sup> Chinese International Forum of Marketing Science Applications, July 2011
- Harbin Institute of Technology, July 2011
- Yonsei University, Korea, April 2011
- University of Connecticut, April 2011
- Beijing University of Posts and Communication, December 2010
- The 1<sup>st</sup> Chinese International Forum of Marketing Science Applications, August 2010
- Chinese Annual Marketing Science Conference, August 2010
- Tsinghua University, July 2010
- Italy BOCCONI University, May 2010
- Syracuse University, April 2010
- University of Colorado, March 2010
- University of Syracuse, March 2010
- University of Florida, ISOM Research Camp, February 2010
- Korea Advanced Institute of Science and Technology, February 2010
- Tsinghua University, December, 2009
- Northwestern University, September 2009
- Tsinghua University, July 2009
- Lenovo, July 2009
- Fudan University, June 2009
- Shanghai University of Finance and Economics, June 2009
- The Hong Kong University of Science and Technology, May 2009
- The University of Huston, November 2008
- Tsinghua University, July 2008
- University of Pittsburgh, March, 2008
- Duke University, February 2008
- Walt Disney World, September 2008
- Beijing University, July 2007
- Tsinghua University, June 2007
- Ohio State University, May 2007
- University of Maryland, February 2007
- Indiana University, November 2006
- Tsinghua University, July 2005
- HEC Montreal, June 2005
- Carnegie Mellon University, February 2005
- University of Pittsburgh, October 2004
- New York University, May 2003
- University of Pennsylvania, Wharton School, March 2003

## **CONFERENCE PRESENTATIONS AND PROCEEDINGS**

- “Online Global Trading Marketplace as a Buyer-Seller Social Network: A Study of Implicit Social Interactions in Developed versus Emerging Markets,” (Yubo Chen, Qi Wang,

- Jinhong Xie, and Jurui Zhang), 2012 Marketing Science Emerging Markets Conference, Sep. 2012, Philadelphia.
- “The Impact of Strategic Alliance on the Innovator's Financial Value in Markets with Network Effects and Standard Competition,” (Qi Wang, Jinhong Xie, and Ashwin Malshe), Marketing Strategy Meets Wall Street II: Emerging Perspectives from Academics and Practitioners, May 2011, Boston.
  - “Capitalizing on the Opportunity of Probabilistic Selling: Optimizing Inventory Decisions” (Scott Fay and Jinhong Xie), INFORMS Revenue Management and Pricing Section Conference, June 18, 2010, Ithaca, New York.
  - “Capitalizing on the Opportunity of Probabilistic Selling: Optimizing Inventory Decisions” (Scott Fay and Jinhong Xie), BCRST Conference, April 30, 2010, Rochester, New York.
  - “Emerging B2B Portals Connecting Chinese Entrepreneurs to the World” (Yubo Chen, Qi Wang, Jinhong Xie), China India Consumer Insights Conference, July 2010, Beijing.
  - “The Impact of Strategic Alliance on Innovator’s Financial Value in Markets with Network Effects and Standards Competition” (Qi Wang, Jinhong Xie and Ashwin Malshe), PDMA Research Forum, Orlando, October 2010.
  - “Probabilistic Goods and Probabilistic Selling: A New Marketing Tool,” (Jinhong Xie and Scott Fey), CKGSB Marketing Research Forum, Beijing, July 2009.
  - “The Weakness of Strong Ties: Homophily, Heterophily, and the Valence of Buzz” (Debanjan Mitra, Peter Golder, Jinhong Xie), The INFORMS Marketing Science Conference, Ann Arbor, June 2009.
  - Survival in Markets with Network Effects: Product Compatibility and Order-of-Entry Effects (Qi Wang, Yubo Chen, Jinhong Xie), The INFORMS Marketing Science Conference, Ann Arbor, June 2009.
  - “The Benefits of Probabilistic Selling in Retailing” (Scott Fay and Jinhong Xie), The INFORMS Marketing Science Conference, Ann Arbor, June 2009.
  - “The Effect of Consumer Social Interaction: Designing and Marketing Techno-fashion Products” (Jiong Sun, Jinhong Xie, Tao Chen), The INFORMS Marketing Science Conference, Ann Arbor, June 2009.
  - “Online Social Interactions: A Natural Experiment on Observational Learning versus Word-of-Mouth” (Yubo Chen and Jinhong Xie), Marketing Conference at UT Dallas, February 2009.
  - “Online Social Interactions: A Natural Experiment on Observational Learning versus Word-of-Mouth” (Yubo Chen and Jinhong Xie), 17th Frontiers In Services Conference, Washington, DC, October 2008.
  - “Probabilistic Selling In Retailing” (Scott Fay and Jinhong Xie), 17th Frontiers In Services Conference, Washington, DC, October 2008.
  - “Probabilistic Goods and Probabilistic Selling” (Scott Fay and Jinhong Xie), Marketing Conference at UT Dallas, February 2008.
  - “Innovative Service Strategy,” Marketing Science Doctoral Consortium, Singapore, 2007.
  - “Emerging Technology and Marketing Strategy: Managing Network Effects,” the International Forum on Marketing Science, Chengdu (China) July 2006.
  - “Advance Selling For Service,” the International Forum on Marketing Science, Chengdu (China), July 2006.

- “Intra-Standard Competition: Impact of Supporting-Firm-Base and Stage-Dependent Competitive Interaction” (Qi Wang and Jinhong Xie), The INFORMS Marketing Science Conference, Pittsburg, June 2006.
- “Strategic Sourcing and Imitative Competition” (Jiong Sun, Sunder Kekre, Laurens Debo, and Jinhong Xie), INFORMS Marketing Science Conference, Pittsburgh, June 2006
- “Product Information and Infomediary Marketing” (Yubo Chen and Jinhong Xie), The 2005 INFORMS Marketing Science Conference, Atlanta, June 16-18, 2005.
- “Surprise and Secrets as a Competitive Tool” (Steve Shugan and Jinhong Xie), The 2005 INFORMS Marketing Science Conference, Atlanta, June 16-18, 2005.
- “Third-Party Product Review and Firm Marketing Strategy”(Yubo Chen and Jinhong Xie), invited presentation, The International Workshop on Game Theory in Marketing, HEC Montreal, June 2005, <http://www.gerad.ca/colloques/gtm/>
- “Online Consumer Review: A New Element of Marketing Communications Mix,” (Yubo Chen and Jinhong Xie), 2nd Winter Product & Service Innovation Conference, Utah, February 2005.
- “Switching between Flat and Linear Pricing Schedules: A Dynamic Advantage for Flat Rates,” (T. Meyvis and Jinhong Xie), 2004 ACR conference, Portland, Oregon, Oct. 2004.
- “Service Escape: Profiting From Customer Cancellations,” (Jinhong Xie and Eitan Gerstner), invited presentation, SUMMER INSTITUTE IN COMPETITIVE STRATEGY, UC Berkeley, July 2004.
- “Online Consumer Review: A Marketing Function,” (Yubo Chen and Jinhong Xie), The 6th Triennial Invitational Choice Symposium, Colorado, June 2004.
- “Service Escape: Profiting From Customer Cancellations,” (Jinhong Xie and Eitan Gerstner), International Conference on Retailing and Services Sciences, Prague, Czech Republic, July 10-13, 2004.
- “Service Escape: Profiting From Customer Cancellations,” (Jinhong Xie and Eitan Gerstner), The 2004 INFORMS Marketing Science Conference, Rotterdam, Netherlands, June 23-26, 2004.
- “Surprise and Secrets as Competitive Tools,” (Steven Shugan and Jinhong Xie), invited presentation, SUMMER INSTITUTE IN COMPETITIVE STRATEGY, UC Berkeley, June, 2003.
- Integrating Survival into Entry Decision,” (Qi Wang and Jinhong Xie), The 2003 INFORMS Marketing Science Conference, College Park, Maryland, June 12-15, 2003.
- ‘Service Escape: Profiting from Customer Cancellations,” (Eitan Gerstner and Jinhong Xie), The 2003 INFORMS Marketing Science Conference, College Park, Maryland, June 12-15, 2003.
- “Impact of Third-Party Product Review on Firm Advertising Strategy,” (Yubo Chen and Jinhong Xie) The 2002 INFORMS Marketing Science Conference, Edmonton, Alberta Canada, June 27, 2002.
- “Switching Between Pricing Schedules: Consumers’ Unwillingness to Switch from Flat Rates,” (Tom Meyvis and Jinhong Xie) The 2002 INFORM Marketing Science Conference, Edmonton, Alberta Canada, June 27, 2002.
- “Competition in the Presence of Cross-Market Network Externalities: Does Higher Customer Loyalty Lead to Higher Profit?” (Yuxin Chen and Jinhong Xie) The 2001 INFORMS Marketing Science Conference, Wiesbaden, Germany, July 2001.
- “Advance Selling with Competition,” (Steven Shugan and Jinhong Xie), The 2001

- INFORMS Marketing Science Conference, Wiesbaden, Germany, July 2001.
- “Advance Pricing and Internet Selling with Pre-payments,” (Steven Shugan and Jinhong Xie) Annual AMA Frontiers In Services Conference, Nashville, TN, October 2000.
  - "Optimal Dynamic Pricing with Targeted Growth and Market Uncertainty: A Model of Start-Up Company Strategy in Turbulent Markets," (Qi Wang and Jinhong Xie), The 2000 INFORMS Marketing Science Conference, Los Angeles, CA.
  - "Pre-Payment Web Site Strategies and other Advance Selling Technologies with Competition," (Steven Shugan and Jinhong Xie), The 2000 INFORMS Marketing Science Conference, Los Angeles, CA.
  - “Differentiation, Innovation, and Competing Standards in Markets with Network Externalities,” with B. Song and H. Cao, The 2000 INFORM Marketing Science Conference, Los Angeles, CA.
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  - "Estimation of Marketing Models and Feedback Control Using an Extended Kalman Filter," with M. Sirbu, 1993 TIMS Marketing Science Conference, St. Louis, March 1993.
  - "Introducing a New Generation Technology into a Market with Demand Externalities," ORSA/TIMS Joint National Meeting, California, Nov. 1992.
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