

Phillip H. Phan, Ph.D.
Warren Bruggeman '46 and Pauline Urban Bruggeman Distinguished Chair
Research Director, Severino Center for Technological Entrepreneurship
Lally School of Management, Rensselaer Polytechnic Institute
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SUMMARY OF EXPERTISE.

Appeared as expert commentator on CNBC, Global News, CTV News, Canadian Broadcasting Corp TV, CBC Radio, Television Corp Singapore, Bloomberg TV, and for articles in The National (Canada), Wall Street Journal, Vancouver Sun, Globe and Mail, Toronto Star, ABCNews.com, Boston Herald, San Francisco Examiner, Investor's Business Daily, Capital District Business Report, .

Topics: Mergers & Acquisitions, Airline and Automotive Industries, Corporate Governance, Technological Entrepreneurship

ACADEMIC QUALIFICATIONS

Ph.D. (1992) in Strategic Management

Minors: Sociology, Microeconomics, I/O Economics, and Research Methods
University of Washington.
School of Business Administration
Dissertation Title: Leveraged Buyouts: Impact on the American Corporation
(dissertation chair: Charles W.L. Hill)

B.B.A. Distinction (1984) in Hospitality Management

University of Hawaii at Manoa
School of Travel Industry Management
Senior Thesis Title: Computerization in the Hotel Industry (thesis chair: John Cox)

EMPLOYMENT HISTORY

2000-current	Warren H. Bruggeman '46 and Pauline Urban Bruggeman Distinguished Chair and Associate Professor, Lally School of Management and Technology, Rensselaer Polytechnic Institute
2000-current	John H. Broadbent Jr. '59 Endowment for Entrepreneurship Research award holder
2001-current	Director of Research, Severino Center for Technological Entrepreneurship, Lally School of Management and Technology, Rensselaer Polytechnic Institute
2001-current	Adjunct Associate Professor, Faculty of Business Administration, National University of Singapore
1999-2001	Visiting Professor, Chulalongkorn University, Thailand
1998-2000	Associate Professor, Faculty of Business Administration, National University of Singapore
1997	Visiting Professor, Thammasat University, Thailand
1997	Visiting Professor, Baruch College, City University of New York
1997-2000	Associate Professor, Schulich School of Business, York University, Canada

1992-1996	Assistant Professor, Schulich School of Business, York University, Canada
1988-1992	Instructor, Department of Management and Organization, University of Washington
1986-1988	Cost Controller, Westin Stamford and Westin Plaza Hotels, Singapore
1984-1985	Cost Controller, Westin Galleria Hotel Dallas, Texas

Research

REFEREED JOURNAL PUBLICATIONS

- Lee, Soo H., Phillip Phan, and Gilbert Tan, (2002) "Impact of the Asian Economic Crisis on Training Intentions and Outcomes", Human Resources Management Review, *forthcoming*
- Phan, Phillip H., (2001) "Corporate Governance in the Newly Emerging Economies", Asia Pacific Journal of Management, Vol18 No2, pp 131-136
- Yoshikawa, Toru and Phillip H. Phan, (2001) "Alternative Corporate Governance Systems in Japanese Firms: Implications for a shift to stockholder-centered corporate governance", Asia Pacific Journal of Management, Vol18 No2, pp 183-206
- Lee, Soo-Hoon, and Phillip H. Phan, (2000) "Competencies of Directors in Global Firms: Requirements for Recruitment and Evaluation", Corporate Governance: An International Review, Vol8 No3, pp.204-214
- Phan, Phillip H, and Theodore Peridis, (2000) "Knowledge Creation in Strategic Alliances: A New Look at Organizational Learning", Asia Pacific Journal of Management, Vol17 No2, pp. 201-222
- Phan, Phillip H., and Toru Yoshikawa, (2000) "Agency Theory and Japanese Corporate Governance: A Test of the Convergence Hypothesis", Asia Pacific Journal of Management, Vol17 No1, pp. 1-28
- Hang, Chang Chieh, and Phillip H. Phan, (2000) "Reinventing the University of the Next Millenium: Leadership Imperatives for Creating a Learning Organization", Singapore Management Review, Vol21 No2, pp. 69-88
- Phan, Phillip H., and Mak Yuen Teen (1999) "Corporate Governance in Singapore: Towards the 21st Century", Banker's Journal, No. 109, pp. 56-70
- Phan, Phillip H., (1998) "Effective Corporate Governance in Singapore: Another Look", Singapore Management Review, Vol. 20, No. 2, pp. 43-62
- Phan, Phillip H., (1998) "Relevancy of the Boards of Directors: A Canadian Perspective and Some Suggestions for Further Investigation", Business and the Contemporary World, Vol. 9, No. 1, pp. 1-14
- Phan, Phillip H., and Yoshikawa, Toru (1998) "Effects of Capital Market Exposure on Firm Strategy and Performance: An Analysis of Japanese Firms", Journal of Business Research, Vol 20, pp. 101-115
- Phan, Phillip H., and Butler, John E., and Lee, Soo H., (1996) "Crossing-Mother: Entrepreneur-Franchisees' Attempts to Reduce Franchiser Influence", Journal of Business Venturing, Special Issue on Franchising, Vol. 11, No. 5, pp. 379-402

- Phan, Philip H and Lee Soo Hoon (1995) "Human capital or social networks: What constrains CEO dismissals?" Academy of Management Journal, Special Volume/Issue: Best Papers Proceedings Mississippi State; pp. 37-42
- Phan, Phillip H., (1995) "International Franchises as Learning Organizations", Business and the Contemporary World, Vol. 7, No. 3, pp. 157-166
- Phan, Phillip H., and Hill, Charles W.L., (1995) "Leveraged Buyouts: An Ex-Post Study", Academy of Management Journal, Vol. 38, No. 3, pp. 704-739
- Phan, Phillip H., (1994) "Franchise Contract Forms and Non-Contractual Interactions", Business and the Contemporary World, Vol. 6, No. 4, pp. 152-160
- Phan, Phillip H., Butler, John E., and Lee Soo Hoon, (1994) "Learning: Key to Leveraging the Value of a Franchise", ENDEC Journal of Enterprising Culture, Vol. 1, No. 3, pp. 367-382
- Hill, Charles W.L., and Phan, Phillip H., (1991), "CEO Tenure as a Determinant of CEO Pay", Academy of Management Journal, Vol. 34, No. 3, pp. 707-717

REFEREED BOOK CHAPTERS

- Yuen Teen, Mak, and Phillip H. Phan, (1999) " Corporate Governance in Singapore: Current Practice and Future Developments", Proceedings of the KDI/OECD Conference on Corporate Governance in Asia: A Comparative Perspective, Korea Development Institute: Seoul, Korea
- Phillip H Phan, and Mak Yuen Teen, " An Exploratory Study of Corporate Governance in Singapore", Proceedings of the FAEA/ World Bank Conference on Financial Markets and the Future of the Asian Economic Miracle, World Bank: Washington DC
- Peridis, Theodore, Oliver, Christine, and Phan, Phillip H., (1997) "Impact of Shared Values and Interest on Strategic Alliance Effectiveness", in Moore, D.P. (ed.), Best Papers Proceedings, Academy of Management, Citadel: Sullivan's Island, SC
- Phan, Phillip H., and Peridis, Theodore, (1995) "Trust Creation in Industry Networks", in Mangaliso, Mzamo, and David Palmer (Eds.), Managing in a Global Economy VI, EAM: Amherst, MA
- Phan, Phillip H., and Butler, John E., (1994), "Entrepreneur-Franchisees: The Impact of Non-Contractual Iterations", in Neil Churchill, William D. Bygrave, John A. Hornaday, Daniel F. Muzyka, Karl H. Vesper, and William E. Wetzel Jr., (Eds.), Frontiers of Entrepreneurship Research, Vol. 14, Babson College: Babson Park, MA
- Phan, Phillip H., and Peridis, Theodore, (1994) "Trust Creation and the Proto-Alliance in Industry Networks", in Jauch, Lawrence R., and Richard N. Osborn (Eds.), The Best in Management Worldwide: Linking Management Scholarship, Vol. 2., IFSAM: Dallas, TX
- Yoshikawa, Toru, and Phan, Phillip H., (1994) "Moving Beyond Market Models of Corporate Governance: The Case of Japan", in Jauch, Lawrence R., and Richard N. Osborn (Eds.), The Best in Management Worldwide: Linking Management Scholarship, Vol. 2., IFSAM: Dallas, TX
- Lee, Soo-Hoon, and Phan, Phillip H., (1993) "Corporate Takeovers – The Successful Realization of Efficiency and Synergy Goals", in Schor, Susan M. (Ed.), Managing to Make a Difference, Vol. 16, EAM: Hartford, CT

- Butler, John E., Yalch, Richard, Sullivan, Jeremiah, and Phan, Phillip H., (1992) "Responding to a Product Crisis: A Comparison of Memory Retrieval vs. Refutational Strategies", in Robert Leone and V. Kumer (Eds.), Enhancing Knowledge Development in Marketing, Vol. 3, American Marketing Association: Chicago, IL
- Phan, Phillip H., Butler, John E., and Lee, Soo-Hoon, (1991), "Organizational Learning: Missing Term in the Entrepreneurial Calculus?", in Oliga, J.C. (ed.), Proceedings: World Conference on Entrepreneurship and Innovation, Vol 2., ENDEC Nanyang Technological University: Singapore
- Butler, John E., Phan, Phillip H., and Hansen, Gary S., (1990), "Strategic Alliances through Inter organizational Networks: A Path to Entrepreneurial Success", in Neil Churchill, William D. Bygrave, John A. Hornaday, Daniel F. Muzyka, Karl H. Vesper, and William E. Wetzell Jr., (Eds.), Frontiers of Entrepreneurship Research, Vol. 10, Babson College: Babson Park, MA
- Butler, John E., Hansen, Gary S., Phan, Phillip H., (1990), and Brown, Robert B., "Entrepreneurial Networks as a Key Element in Marketing Strategy." in David Lichtenthal, David T. Wilson, and Robert E. Spekman (Eds.), Marketing Theory and Applications, Vol. 1, pp. 228-234, American Marketing Association: Chicago, IL
- Brown, Robert B., Butler, John E., Hansen, Gary S., and Phan, Phillip H., (1990), "The Role of Inter organizational Relationships in Entrepreneurial Success", in Gerald Hills, Laforge B., and Welsch, H.P., (Eds.), Research at the Marketing/ Entrepreneurship Interface. University of Illinois: Chicago, IL

BOOKS AND EDITED VOLUMES

- Phan, Phillip H. (2004), Theory Development in Entrepreneurship Research (Special Issue Editor), Journal of Business Venturing, *forthcoming*, Elsevier Science: New York, NY
- Phan, Phillip H. (2003), Technological Entrepreneurship in the Emerging Regions of the New Millennium (Special Issue Editor), Journal of Business Venturing, *forthcoming*, Elsevier Science: New York, NY
- Phan, Phillip H. (2002), Technological Entrepreneurship (Editor), Research in Entrepreneurship and Management, Vol. 2 (*forthcoming*), Information Age Publishing: New York, NY
- Phan, Phillip H. (2001), Corporate Governance in the Newly Emerging Economies (Special Issue Editor), Asia Pacific Journal of Management, v18 No 2, Kluwer Academic: Norwell, MA
- Phan, Phillip H. (2000), Taking Back the Boardroom! Better Directing for the New Millennium, McGraw-Hill: Singapore, New York
- Phan, Phillip H. (1999), The Asian Economic Crisis (Special Issue Editor), Global Focus, Vol. 11:2, John Wiley: New York, NY

OTHER CONTRIBUTIONS IN BOOKS

- Phan, Phillip H., and Butler, John E. (1994), "Acme Leasing Corporation", reprinted in Shrivastava, Paul, Strategic Management: Concepts and Practices, South-Western Publishing: Cincinnati, OH
- Phan, Phillip H., and Butler, John E. (1991), "Acme Leasing Corporation", in Hill, Charles, W.L., and Jones, Gareth, Strategic Management: An Integrative Approach (2nd ed.), Houghton Mifflin: New York, N.Y.

OTHER PUBLICATIONS

- Phan, Phillip H (1997), "Jonathon Brown Cable and Wire Corporation", Schulich School of Business Executive Development Case Study
- Phan, Phillip H., and Wesson, Thomas (1995), "Noma Inc.", Schulich School of Business Case Study
- Phan, Phillip H., and Peridis, Theodore (1994) "Atac Steel Ltd.", Schulich School of Business Case Study
- Phan, Phillip H., Peridis, Theodore and Thomas Wesson (1994) "WK Information Systems", Schulich School of Business Case Study
- Phan, Phillip H., Peridis, Theodore and Thomas Wesson (1994) "Dalton Chemicals", Schulich School of Business Case Study
- Phan, Phillip H., and Chong, Raymond (1990), "Crisis Management: How the Alar Scare Shook the Apple Industry", Pacific Northwest Executive, Vol. 6, No. 2, April, University of Washington: Seattle, WA

REFREED CONFERENCE PRESENTATIONS

- Ding, Hung-bin and Phillip H Phan, "A Network Paradigm for the Family Business Enterprise", Academy of International Business Annual Conference, Sydney, Australia, November, 2001 (full paper refereed)
- Espina, Maria I., Gideon D. Markman, Phillip H Phan, "A Resource-based approach to unlocking the hidden value of intellectual property", Annual Strategic Management Society Conference, San Francisco, October, 2001 (abstract refereed)
- Choi, Young Rok and Phillip H. Phan, "Testing a Dynamic Supply-Demand Model of National Technological Entrepreneurship", Annual Meeting of the Academy of Management, Technology and Innovation Management Division, Washington D.C., August 2001 (full paper refereed)
- Phan, Phillip H., and Gideon D. Markman, "An Institutional Theory of Business Plans", Annual Meeting of the Academy of Management, Entrepreneurship Division, Washington D.C., August 2001 (full paper refereed)
- Espina, Maria I., Gideon D. Markman, Phillip H Phan, "Property of the mind: A resource-based view", Babson/Kauffman Entrepreneurship Research Conference, Jonkoping, Sweden, June 2001 (abstract refereed)
- Butler, John E., Phillip H. Phan, Soo-Hoon Lee, Borje O. Saxberg, "Linking Governance, Management and Succession: A Cross National Exmination of Entrepreneurail Firms", Babson/Kauffman Entrepreneurship Research Conference, Jonkoping, Sweden, June 2001 (abstract refereed)
- Choi, Young Rok and Phillip H. Phan, "Testing a Dynamic Supply-Demand Model of National Entrepreneurship in the U.S. and Korea", Technological Entrepreneurship in the Emerging Regions of the New Millennium Conference, sponsored by the Journal of Business Venturing and the National University of Singapore, Singapore, June 2001 (full paper refereed)
- Yoshikawa, Toru, and Phillip H. Phan, "The Impact of Ownership Structure on Japanese Corporate Governance", Annual Meeting of the Academy of Management, International Business Division, Toronto, Canada, August 2000 (full paper refereed)
- Phan, Phillip H. and Mak Yuen Teen, "Corporate Governance in Singapore: Recent developments for the next millennium", Federation of Asian Economic Associations/ World Bank Conference

- on Corporate Governance Reforms, in the Global Context, Manila, Philippine, December, 1999 (full paper refereed)
- Lee, Soo Hoon and Phillip H. Phan, "Competencies of Directors in Global Firms: Requirements for Recruitment & Evaluation", 2nd Annual Global Conference on Corporate Governance, Henley Management College, Henley-on-Thames, United Kingdom, October, 1999 (full paper refereed)
- Phan, Phillip H., John E. Butler, Lee Soo Hoon, and Saxberg, Borje O., "A Multinational Examination of the Impact of Succession Planning on SME Performance", Annual Meeting of the Academy of Management, Entrepreneurship Division, Chicago, Illinois, August 1999 (full paper refereed)
- Yoshikawa, Toru, and Phillip H. Phan, "Information disclosure as a control mechanism in Japanese corporate governance" Eastern Academy of Management International Conference, Celakovice, Czech Republic, June, 1999 (full paper refereed)
- Phan, Phillip H., Chong Chee Leong, Clement Wang, and Wong Poh Kam, "Antecedents to Entrepreneurship: Belief, Attitudes and Backgrounds", 19th Annual Babson College-Kauffman Foundation Entrepreneurship Research Conference, University of South Carolina, Columbia, South Carolina, May 1999 (full paper refereed)
- Yuen Teen, Mak, and Phillip H. Phan, "Corporate Governance in Singapore: Current Practice and Future Developments", Korea Development Institute/ Organization for Economic Cooperation and Development Conference on Corporate Governance in Asia: A Comparative Perspective, Seoul, S. Korea, March 1999 (full paper refereed)
- Phillip H Phan, and Mak Yuen Teen, "An Exploratory Study of Corporate Governance in Singapore", Federation of Asian Economic Associations/ World Bank Conference on Financial Markets and the Future of the Asian Economic Miracle, Kuala Lumpur, Malaysia, August 1998 (full paper refereed)
- Phan, Phillip H., "Knowledge Creation and Learning: A Paradigmatic Approach for Entrepreneurship Research?", Second Young Entrepreneurship Researchers Conference, sponsored by Lally School of Management, RPI and Journal of Business Venturing, Lenox, MA, May 1998 (keynote paper)
- Butler, John E., Phan, Phillip H., Saxberg, Borje O., and Lee Soo Hoon, "Entrepreneurial Management Succession, Firm Growth and Performance", 18th Annual Babson College-Kauffman Foundation Entrepreneurship Research Conference, Gent, Belgium, April 1998 (full paper refereed)
- Phan, Phillip H., and Peridis, Theodore, "Knowledge Creation in Strategic Alliances: A New Look at Organizational Learning", Knowledge Creation Management in Asia, sponsored by Asia-Pacific Journal of Management, National University of Singapore, and Sasakawa Peace Foundation, Singapore, February 1998 (full paper refereed)
- Peridis, Theodore, Oliver, Christine, and Phan, Phillip H., "Impact of Shared Values and Interest on Strategic Alliance Effectiveness", Annual Meeting of the Academy of Management, International Management Division, Boston, Massachusetts, August 1997 (full paper refereed)
- Phan, Phillip H., and Yoshikawa, Toru, "Agency Theory and Japanese Corporate Governance: A Test of the Convergence Hypothesis", Annual Academy of the Management Meeting, International Management Division, Cincinnati, Ohio, August 1996 (full paper refereed)

- Phan, Phillip H., and Butler, John E., and Lee, Soo H., “Crossing-Mother: Entrepreneur-Franchisees’ Attempts to Reduce Franchiser Influence”, Dupree Center for Entrepreneurship Conference on Franchising, Georgia Institute of Technology, February 1996 (full paper refereed)
- Phan, Phillip H., and Lee, Soo Hoon, “Social Networks or Human Capital: What Constrains CEO Dismissals?”, Annual Meeting of the Academy of Management, Business Policy and Strategy Division, Vancouver, British Columbia, August 1995 (full paper refereed)
- Phan, Phillip H., and Peridis, Theodore, “Trust Creation in Industry Networks,” Eastern Academy of Management International Conference, Singapore, June 1995 (full paper refereed)
- Phan, Phillip H., and Butler, John E., “Entrepreneur-Franchisees: The Impact of Non-Contractual Interactions”, 14th Annual Babson College-Kauffman Foundation Entrepreneurship Research Conference, Babson Park, MA, June 1994 (full paper Referred)
- Phan, Phillip H., and Peridis, Theodore, “Trust Creation and the Proto-Alliance in Industry Networks”, International Federation of Scholarly Associations of Management, The 2nd World Conference on Management, Dallas, TX, August 1994 (full paper Refereed)
- Phan, Phillip H., “The Business Plan as an Institutional Construct of the Entrepreneurial Network: Theory and Implications”, International Federation of Scholarly Associations of Management, The 2nd World Conference on Management, Dallas, TX, August 1994 (full paper Refereed)
- Yoshikawa, Toru and Phan, Phillip H., “Moving Beyond Market Models of Corporate Governance: The Case of Japan”, International Federation of Scholarly Associations of Management, The 2nd World Conference on Management, Dallas, TX, August 1994 (full paper Refereed)
- Lee Soo Hoon, Phan, Phillip H., and McLarney, Carolan, “Beyond Agency Theory: Human Capital as the Critical Link in the Performance-CEO Dismissal Equation”, Annual Meeting of the Academy of Management, Atlanta, USA, August 1993 (full paper Refereed)
- Lee Soo Hoon and Phan, Phillip H., “Corporate Takeovers - The Successful Realization of Efficiency and Synergy Goals”, Eastern Academy of Management, Providence, USA, May 1993 (full paper Refereed)
- Phan, Phillip H., “The Other Side of Corporate Governance - The Strategic Impact of Owners' Preferences in Closely Held Firms”, 12th Annual International Conference of the Strategic Management Society, London, United Kingdom, October, 1992 (abstract Refereed)
- Phan, Phillip H., and Butler, John E., “Entrepreneur Work Attitudes: Determinants of Firm Strategy?”, Annual Meeting of the Academy of Management, Entrepreneurship Division, Las Vegas, USA, August 1992 (full paper Refereed)
- Phan, Phillip H., Butler, John E., “Listening to Mother: Not Always the Best Advice for Entrepreneur-Franchisees”, accepted but not presented, INSEAD-Babson Entrepreneurship Conference, Fontainebleu, France, June 1992 (abstract Refereed)
- Butler John E., Yalch, Richard, Sullivan, Jeremiah J., and Phan, Phillip H., “Responding to a Product Crisis: A Comparison of Memory Retrieval vs. Refutational Strategies”, American Marketing Association Summer Educators' Conference, Chicago, IL: August 1992 (full paper Refereed) - AWARDED BEST PAPER

Phan, Phillip H., Butler, John E., and Lee Soo Hoon, "Organizational Learning: Missing Term in the Entrepreneurial Calculus?", ENDEC World Conference on Entrepreneurship and Innovation, Singapore, June 1991 (full paper Refereed)

Hill, Charles W.L., and Phan, Phillip H., "Top Management Compensation: A Political Process Perspective", Annual Meeting of the Academy of Management, Business Policy and Planning Division, San Francisco, CA: August 1990 (full paper Refereed)

Butler, John E., Phan, Phillip H., and Hansen, Gary S., "Strategic Alliances through Inter organizational Networks: A Path to Entrepreneurial Success", Tenth Annual Babson Entrepreneurship Research Conference, Wellesley, MA: April 1990 (abstract Refereed)

Butler, John E., Hansen Gary S., Phan, Phillip H., and Brown, Robert B., "Entrepreneurship Networks as a Key Element in Marketing Strategy", American Marketing Association/ University of Illinois at Chicago Symposium on Marketing and Entrepreneurship Research, Chicago, IL: 1989 (full paper Refereed)

Brown, Robert B., Butler, John E., Hansen, Gary S., and Phan, Phillip H., "The Role of Inter organizational Relationships in Entrepreneurial Success", presented at the American Marketing Association Winter Educator's Conference, Phoenix, AR: 1989 (full paper Refereed)

INVITED SPEAKING ENGAGEMENTS

2001, Seminar on The Future of Asian Family Businesses, sponsored by The Perak Academy, Ipoh, Malaysia

2001, Russian Corporate Governance Forum, sponsored by the Canada International Development Agency, Toronto, Canada

2001, Asia Leadership Forum, sponsored by BusinessWeek, Kuala Lumpur, Malaysia

2001, National Seminar on Minority Shareholder Value, sponsored by Malaysian Institute for Corporate Governance and the Asian Leadership Institute, Kuala Lumpur, Malaysia

2000, CEO Succession: The Case of Jack Welch and General Electric, sponsored by Tufts University, Boston, MA

2000, National Seminar on Shareholders' Rights and Remedies, sponsored by Malaysian Institute for Corporate Governance and the Asian Leadership Institute, Kuala Lumpur, Malaysia

1999, Annual Entrepreneurship Researchers Conference, sponsored by the Lally School of Management, Rensselaer Polytechnic Institute and the Darden School of Business, University of Virginia

PAPERS UNDER REVIEW

The Impact of Ownership and Financial Structure on the Board Independence and Performance of Large Japanese Firms, Journal of Management

Testing a Dynamic Supply-Demand Model of National Entrepreneurship in the U.S. and Korea., Strategic Management Journal

An Institutional Theory of Business Plans, Academy of Management Review

RESEARCH GRANTS

2001-2002 Marion-Kauffman Foundation for Entrepreneurial Leadership, "Regional Entrepreneurship Catalyst in the Amsterdam and Oneonta Labor Market Areas" (\$65,000) principle investigator

- 1999-2001 National University of Singapore-Ministry of Education, Singapore "Entrepreneurship in Singapore" (\$170,000) co-researcher
- 1998-2001 National University of Singapore-Ministry of Education, Singapore "Corporate Governance in Small and Medium Sized Enterprises" (\$135,000) principle investigator
- 1997-2000 Social Sciences and Humanities Research Council of Canada (SSHRC) Strategic Grant "The Corporate Governance of Strategic Alliances" (\$48,000) principle investigator
- 1996 SSHRC/YORK Internal Grant "Corporate Governance of Strategic Alliances," (\$2,000) principle investigator
- 1996 SSB Research Grant, "Corporate Governance of Strategic Alliances," (\$1,500) principle investigator
- 1996 SSHRC/YORK Internal Grant "Graduate Management Education as a Driver of Corporate Strategy." (\$2,000) principle investigator
- 1996 SSB Research Grant, "Graduate Management Education as a Driver of Corporate Strategy." (\$2,000) principle investigator
- 1995 FAS Research Grant, "Corporate Governance in Transitional Firms." (\$2,000) principle investigator
- 1994 FAS Research Grant, "Social Networks or Human Capital: What Constrains CEO Dismissals?" (\$1,600) principle investigator
- 1993 FAS Research Grant, "Beyond Agency Theory: Human Capital as the Critical Link in the Performance-CEO Dismissal Equation" (\$2,250) principle investigator
- 1993 SCOTL Teaching Development Grant, "FAS Case Writing Initiative" (\$5,000) principle investigator
- 1992 SSHRC/YORK Internal Grant, "Corporate Governance and Corporate Performance -- A Resource Based Formulation and Empirical Investigation" (\$1,500) principle investigator

Teaching

COURSES TAUGHT AT RENSSELAER POLYTECHNIC INSTITUTE

<i>MBA Course</i>	<i>Average Section Rating (5.0)</i>	<i>Average Dept Rating (5.0)</i>
Technological Change & Int'l Comp	5.00	4.10

<i>Ph.D. Course</i>	<i>Average Section Rating (5.0)</i>	<i>Average Dept Rating (5.0)</i>
Strategic Management Seminar	5.00	4.10

SPECIAL TEACHING RESPONSIBILITIES

Ph.D. Committee Supervision/Membership

- 2000-current Chair, Supervisory Committee for Terri Standish-Kuon, Topic: Team Formation in Radical Innovation Projects, Ph.D. Candidate, RPI
- 2000-current Member, Supervisory Committee for Hung Bin Ding, Topic: Strategic Alliances as a Competitive Tool for New Product Development Strategies, Ph.D. Candidate, RPI
- 2000-2001 Member, Supervisory Committee for Young Rok Choi, Topic: The Early Life of a New Venture: An Analysis of Entrepreneurs' Strategic Decisions and Stakeholders' Assessments, Assistant Professor, Yong Sei University, Korea and Singapore Management University (from July 2002)

COURSES TAUGHT AT THE NATIONAL UNIVERSITY OF SINGAPORE

<i>BBA Course</i>	<i>Average Section Rating (10.0)</i>	<i>Average Dept Rating (10.0)</i>
Strategy Formulation & Implementation	9.02	7.19
Strategy Consulting Practicum	not rated	not rated
<i>MBA Course</i>	<i>Average Section Rating (7.0)</i>	<i>Average Dept Rating (7.0)</i>
Corporate Strategy	6.83	5.52
Corporate Governance	6.95	5.25
Strategy Simulation	6.51	5.78
<i>Ph.D. Course</i>	<i>Average Section Rating (7.0)</i>	<i>Average Dept Rating (7.0)</i>
Strategic Management Seminar	not rated	not rated

SPECIAL TEACHING RESPONSIBILITIES

Ph.D. Committee Supervision/Membership

1997-2001	Chair, Supervisory Committee for Prasert Sirisereewan, Topic: IT Facilitated Organizational Learning in Personal Retailing Promotion in Thai Subsidiaries of Pharmaceutical MNCs, Assistant Professor, University of the Thai Chamber of Commerce
1997-2001	Chair, Supervisory Committee for Bhubate Samutachak, Topic: A Transaction Cost Theory and Resource-Based View of Exporting by Thai Small and Medium Sized Enterprises, Assistant Professor, Chulalongkorn University, Thailand
1997-2000	Chair, Supervisory Committee for Apiradee Metharom, DBA, Topic: A Resource-Based Approach to New Product Proactiveness of Thai Exporters, Assistant Professor, Thammasat University, Thailand

MBA Supervision and Independent Studies

1998-2000	Chair, Thesis Committee for Gao Fan, MSc, Topic: A Resource Based View of Strategic Heterogeneity in the Hospitality Industry, Graduated 2000
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Other Academic Supervision and Independent Studies

1999	Faculty Advisor for National University of Singapore-Copenhagen Business School International Partnership Program
1998	Chan Pock Hau, Topic: A Human Resource Based View Explanation for Competitive Advantage, NUS Honors Year Academic Exercise
1998	Feng Mei Yee, Topic: Succession Planning and Entrepreneurial Success in Taiwanese Family Businesses, NUS Honors Year Academic Exercise
1998	Lau Siang Chi, Topic: Social Networks of Boards of Directors in Singapore, NUS Honors Year Academic Exercise

COURSES TAUGHT AT YORK

<i>BBA Course</i>	<i>Average Section Rating (7.0)</i>	<i>Average Area Rating (7.0)</i>
Strategy Formulation & Implementation	5.19	5.20
<i>MBA Course</i>	<i>Average Section Rating</i>	<i>Average Area Rating</i>
Strategic Management	5.88	5.45
Strategy Field Study	5.54	4.92
Corporate Governance	5.80	5.50

<i>Ph.D. Course</i>	<i>Average Section Rating</i>	<i>Average Area Rating</i>
Strategic Management Seminar	6.17	5.58
Cooperative Strategy Seminar	6.30	5.70

SPECIAL TEACHING RESPONSIBILITIES

Ph.D. Committee Supervision/Membership

1995-current	Chair, Dissertation Committee for Richard LeBlanc, Topic: Board Processes in Failing Companies, ABD, University of Toronto, Canada
1994-current	Chair, Dissertation Committee for Stephen Alagaratnam, Topic: Interlocking Boards in the Banking Industry as a Mitigator of Agency Problems, ABD, York University, Canada
1997-2000	Chair, Supervisory Committee for Xu De Yi, Topic: Institutional Distance as a Determinant of International Business Entry Decisions, Assistant Professor, Peking University
1994-1999	Chair, Dissertation Committee for Sarah Clarke, Topic: Knowledge Networks and Sustainable Technology Management: An International Study of Organizational Practice, Ph.D.
1994-1997	Chair, Dissertation Committee for Ron Mulholland, Topic: Entrepreneurial Overconfidence, Assistant Professor, Laurentian University, Ontario, Canada
1993-1996	Chair, Dissertation Committee for Carolan McLarney, Topic: Strategic Planning Processes, Ph.D., Assistant Professor, Dalhousie University, Ontario, Canada
1994-1996	Chair, Dissertation Committee for Toru Yoshikawa, Topic: International Corporate Governance, Ph.D., Associate Professor, Nihon University, Toyko, Japan
1995-1996	Member, Dissertation Committee for Jonathon Linton, Topic: Adoption of New Technologies and Implications for the Management of Technology, Ph.D., Assistant Professor, New Jersey Institute of Technology, New Jersey, USA
1994-1996	Member, Dissertation Committee for Tippawan Lorsuwannarat, Topic: Diffusion of Organizational Innovations, Ph.D., Assistant Professor, National Institute of Development Administration, Bangkok, Thailand

Ph.D. Independent Studies

1995	Susan Black, Topic: Post-Merger Organizational Restructuring
1993	Carolan McLarney, Topic: Strategic Planning Systems
1993	Ron Mulholland, Topic: Strategic Management in Entrepreneurship
1993	Steve Alagaratnam, Topic: Strategic Alliances
1993	Toru Yoshikawa, Topic: Corporate Governance
1993	Sarah Clarke, Topic: Strategic Management and the Natural Environment
1993	Kelly Schwartz, Topic: Strategic Management and Organizational Behavior

MBA Supervision and Independent Studies

1995-1997	Faculty Advisor on the York-Wharton-Recanati Strategy Studies Program
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1996	Mui Fong Lee, Topic: Harmonization of Banking Practices between China and Hong Kong after 1997
1994	Allan Dominato, Topic: International Strategic Alliances
1994	Dorian Munk, Topic: Strategic Change Management
1994	Mallory Thao, Topic: Northern Telecom's Asian Strategic Alliances

TEACHING INNOVATIONS

- Completely re-engineered course on Technological Change and International Competitiveness at Rensselaer Polytechnic Institute that was previously taught as a public policy course. The course was re-introduced in the Fall of 2000 with a strategic, corporate level orientation focused on the impact of technological regimes enforced by government policy on corporate strategies in a globalized setting. The course also exploited the use of cases as pedagogy and introduced a term project component focused on a country level analysis of a technological area (e.g., telecommunications, biotechnology, etc.)
- Introduced a new course in the Executive MBA curriculum at the National University of Singapore on Corporate Governance. This course was crafted to appeal to both senior year MBA students as well as law students from SUNY Albany. The approach is theory based focused on agency theoretic approaches to common governance problems encountered by large, small, technology based, and service oriented firms such as minority shareholder oppression, disclosure and transparency, director independence, and mergers and acquisitions. Cases are used as the primary pedagogy with guest lectures from prominent local investment bankers, lawyers and chief executive officers.
- Developed a new undergraduate level course, Strategy Consulting Practicum for the National University of Singapore. This course uses a consulting pedagogy to teach students how to integrate business concepts in a consulting setting by working with real multinational clients who want to penetrate the South East Asian market with products and services. The course is designed to foster a practical understanding of key concepts in marketing, strategy, finance, accounting and organizational behavior, teach client management techniques, and team work processes.
- Developed a new MBA elective course in Entrepreneurial and Small Business Experiences for Baruch College, CUNY, using a new pedagogy. The course is designed as a semester-long consulting project by student teams working with small and startup businesses in the New York City Metropolitan area.
- Completely revised and changed the pedagogy for the Entrepreneurship and Small Business MBA elective offered at the Schulich School of Business. The course is designed as an introductory course in entrepreneurship but with an emphasis on applied knowledge and hands-on practice using the computer simulation, *Entrepreneur*.
- Introduced and implemented Computer Simulations, *Airline* and *Resort* in the core Strategic Management course where before there was no such pedagogy. The simulations were designed to illustrate and train students in dynamic strategic decision making.
- Introduced and implemented the use of *First Class* bulletin board system for students completing the core Strategy Studies course where before there was no such pedagogy. The system was introduced to allow students to work on the project over long distances and to train them in the use of collaborative technologies in data gathering, analysis, and report writing.
- Introduced the use of 'home-grown' Canadian cases in the core Strategic Management course where before such cases were drawn from U.S. based case services. I received a SCOTL teaching development grant (\$5,000) to write several cases, based on Toronto businesses, to add a local context and realism to theoretical concepts discussed in class. Such an approach was rare in the teaching of the Strategic Management course.

- Introduced a seminar-based approach to the teaching of the Corporate Governance MBA elective. This approach used chairmen of boards of directors of large Canadian corporations, industry experts and Federal government regulators to sit in on every class to serve as expert informants and discussants for the topics and cases covered each week. By including students in the roundtable discussions among experts, I am able to engage students at a higher level of thinking and discussion. This approach has never been done before, is the only elective in the School at this time employing such a pedagogy, and has resulted in teacher ratings above the average for the Area and similar elective courses in the School.
- Introduced and implemented the dissertation-oriented comprehensive examination for Ph.D. students in the Policy Area. This approach to the 2nd year comprehensive examinations moves the student forward to his or her dissertation by formatting the response to the exam questions as a series of steps that a student naturally encounters in the writing of a dissertation proposal. This approach was never contemplated before but after being introduced is now used by all members of the Policy Area for their Ph.D. students.

Professional Service

UNIVERSITY AND FACULTY SERVICE

External Examiner

Canadian International Development Agency-Joint Doctor of Business Administration Program at Chulalongkorn University, Thammasat University, National Institute of Development Agency, 1997-2000

- Taught courses in International Business Research
- Advised students on dissertation topics and preparation of proposals
- Sat on 4 dissertation committees
- Chaired 3 dissertation committees
- Set, graded and approved qualifying exams for doctoral students
- External examiner on dissertation proposal and final defense

Chairmanships

Chair, Entrepreneurship and Strategy Area, 2001-current (RPI)

- Foster a research focus among faculty in Area on technological entrepreneurship and strategy
- Streamline and updated entrepreneurship concentration MBA curriculum
- Introduced strategy concentration MBA curriculum

Chair, Performance Planning Ad Hoc Committee for Business School, 2000-2001 (Rensselaer Polytechnic Institute)

- Created for the first time a 40-page performance strategic plan for teaching, research and outreach to target ranking in the top 30 for the business school within 5 years

Chair, Business Policy Department Ph.D. program 1997-1999 (National University of Singapore)

- Developed formal program of study, including course sequence requirements for Ph.D. and MSc students
- Enforced program academic standards and hurdles

Chair, Policy Area Ph.D. program, 1993-1997 (York University)

- Developed and introduced formal Strategic Management program of coursework
- Developed and introduced new comprehensive examinations format
- Actively campaigned for students in applications for scholarships and jobs
- Imposed discipline on students so they graduate in 4 years (of 10 students when I assumed the chair, 3 have graduated and 2 are preparing to take their finals)

Chair, Policy Area Faculty Recruitment Committee, 1993 (York University)

- Managed the recruitment process for Thomas Wesson, Ph.D. (Harvard)

Coordinator, FAS United Way Fund Drive, 1992 (York University)

- Raised more than \$4,000 from the Faculty for the year

Member

Member, Vice-President of Hartford Campus Search Committee, 2001-current (Rensselaer Polytechnic Institute)

Member, Dean of Lally School of Management and Technology Search Committee, 2001-current (RPI)

Member, Self-funding Programs Review Committee, 2000-current (National University of Singapore)

- Primary author of SPRC strategic plan recommending disposition of executive development, executive MBA, certificate and other non-degree programs. The self-funding programs at NUS Business School is a \$20million a year operation.

Member, Business Policy Department Promotions and Tenure Committee, 2000-current (NUS)

- Created P&T internal standards
- Created review procedures for P&T
- Reviewed faculty candidates for promotion (2) and tenure (3)

Member, Faculty Ph.D. Program Committee, 1993-1997 (York University)

- Streamlined Faculty Ph.D. program
- Evaluated potential Ph.D. students for admission
- Evaluated Ph.D. students' yearly applications for scholarships

Member, Faculty Tenure and Promotions Committee, 1995 (York)

- Evaluated 3 faculty for candidacy and 2 for tenure

Member, International Business Faculty Recruitment Committee, 1994-1995

- Performed world-wide search for Director of the IB Program
- Interviewed and introduced Dr. Bernie Yeung of the University of Michigan

JOURNAL EDITING

Co-Editor, Asia Pacific Journal of Management, John Wiley & Sons: New York, NY (1998-2000)

Member of Editorial Board, Journal of Business Venturing, Elsevier Science: New York, NY (1998-current)

Member of Editorial Board, Global Outlook, John Wiley & Sons: New York, NY (1995-1999)

Member of Banking, Economics and Business Studies Editorial Committee, *World Scientific Publishers*: New York, NY (1997-current)

JOURNAL REVIEWING

Academy of Management Review (13 articles)

Academy of Management Journal (3 articles)

Administrative Science Quarterly (3 articles)

Asia Pacific Journal of Management (8 articles)

Canadian Journal of Administrative Sciences (2 article)

Journal of Business Venturing (14 articles)

Journal of International Business Studies (1 article)

Organization Science (2 articles)

Singapore Management Review (2 articles)

CONFERENCE PAPERS REVIEWING

Academy of Management Conference, Business Policy and Strategy Division (1990-current)

Academy of Management Conference, Entrepreneurship Division (1992-current)

Eastern Academy of Management Conference, Business Policy and Strategy Division (1993-current)

International Eastern Academy of Management Conference, Business Policy and Strategy Division (1994,1997)

CONFERENCE CHAIR/DISCUSSANT

1999 Session Discussion, Academy of Management, Business Policy and Strategy, Chicago, IL, USA

1997 Session Discussant, Academy of Management, Entrepreneurship, Boston, MA, USA

1996 Session Chair, Academy of Management, Business Policy and Strategy, Cincinnati, OH, USA

1995 Session Discussant, Academy of Management, Business Policy and Strategy, Vancouver, BC, Canada

1994 Session Chair, Academy of Management, Business Policy and Strategy, Dallas, TX, USA

1994 Faculty participant, Academy of Management, Dissertation Workshop, Dallas, TX, USA

1993 Session Chair, Academy of International Business, Research Methods, Maui, HI, USA

1995 Canadian Council for International Business, Member of Multinational Enterprise and International Investment Committee (currently working with the Business and Industry Advisory Committee to the *OECD*)

PROFESSIONAL ASSOCIATION SERVICE

2000-2001 Entrepreneurship Division New Faculty Consortium Chair (Toronto and Washington D.C. Meetings)

1995-1997 Business Policy and Strategy Division Liaison to the Midwestern North American Region of the Academy of Management

CURRENT PROFESSIONAL AFFILIATIONS

- Academy of Management
- American Economic Association
- Canadian Council for International Business (also member of the Multinational Committee)
- INFORMS

OTHER PROFESSIONAL ACTIVITIES

Small Business Counsellor for:

The Washington State Small Business Development Center of the U.S. Small Business Administration (1988-1992)

The New York State Small Business Development Center of the U.S. Small Business Administration (1997-1998)

Workshop Speaker and Leader for:

American Conference Institute (New York, San Francisco, and Chicago) on Strategy and Organizational Reengineering

Conference Board of Canada (Toronto and Montreal) on Core Competence and Organizational Restructuring

Federation for International Training Canada (Toronto) on International Entry Mode and Governmental Initiatives

Consulting

Past and Present Clients (alphabetic):

Bata International (Canada)

Canada International Development Agency (CIDA)

Ernst & Young (Singapore)

IBM Toronto Labs (Canada)

Interquest Technologies (Canada)

Haw Par International (Singapore)

Malaysian Institute of Corporate Governance (Malaysia)

Organization for Economic Cooperation and Development (OECD, France)

PACCAR International (USA)

PanFinancial Services (Canada)

PeopleTech (Canada)

Pillsbury (Canada)

Royal Bank of Canada

Royal Trust Corporation (Canada)

Singapore Airlines (Singapore)

Singapore Institute of Directors (Singapore)

World Bank (USA)

Directorships:

2001-current Alpha Crisis Pregnancy Care Center (non-profit), Latham, NY

1998-2000 Singapore Institute of Directors (also, Member of Training and Education Committee)

1995-1998 BloodTrac Systems Incorporated, Edmonton, Alberta (also, Chairman of Audit Committee)

Honors

RESEARCH

- 1996 Winner of the Schulich School of Business Faculty Annual Research Award, recognized as Best Junior Faculty Researcher in the School for 1996/97
- 1995 Honored in the Best Papers Proceedings of the Academy of Management Meetings for “Social Networks or Human Capital: What Constrains CEO Dismissals?”
- 1993 Finalist, Doctoral Dissertation Competition, Academy of Management, Business Policy and Strategy Division
- 1992 Awarded best paper for “Responding to a Product Crisis: A Comparison of Memory Retrieval vs. Refutational Strategies”, by the American Marketing Association, Chicago, IL
- 1992 Edna G. Benson Foundation Fellowship, University of Washington
- 1992 George W. Tyler Foundation Scholarship, University of Washington
- 1991 Boeing Endowment for Excellence Fellowship, University of Washington
- 1991 Michael G. Foster Foundation Fellowship, University of Washington

TEACHING

- 1995 Finalist, 1994 MBA Educator of the Year Award, Faculty of Administrative Studies

SERVICE

- 1994 Officially honored as 1 of 6 best reviewers from a field of 350 at the Academy of Management Conference, Business Policy and Strategy Division

OTHER

- 1999 Honored in Marquis' Who's Who in the World 2001-2002 (16th ed)
- 1998 Honored in, Marquis' Who's Who in Finance and Industry 2000-2001 (31th ed)
- 1998 Honored in Marquis' Who's Who in the World 1999-2000 (15th ed)
- 1997 Honored in, Marquis' Who's Who in Finance and Industry 1998-1999 (30th ed)
- 1996 Honored in, Marquis' Who's Who in the World 1997-1998 (14th ed)
- 1995 Honored in, Marquis' Who's Who in Finance and Industry 1996-1997 (29th ed)
- 1990 Fellow, Doctoral Consortium, Academy of Management, Business Policy & Planning Division
- 1988-1989 Dean's Award, University of Washington, Schools of Business Administration
- 1983-1985 Dean's List, University of Hawaii Manoa, School of Travel Industry Management

References

(In alphabetical order)

John Butler, Associate Professor and Associate Editor Entrepreneurship Theory and Practice, Faculty of Business and Information Systems, Hong Kong Polytechnic University

James Gillies, C.M., University Professor, York University

Charles Hill, Hughes M. Blake Professor, School of Business, University of Washington

Thomas Lee, Professor and Editor of Academy of Management Journal, School of Business, University of Washington

Christine Oliver, Professor and Editor of Administrative Science Quarterly, Schulich School of Business, York University

Prakash Sethi, Zicklin University Professor, Zicklin School of Business, Baruch College, City University of New York

Scott Shane, Professor, Robert H. Smith School of Business, University of Maryland

Harbir Singh, Edward H. Bowman Professor, Wharton School, University of Pennsylvania

Sankaran Venkatraman, Samuel L. Slover Research Professor, Darden School, University of Virginia

Margarethe Wiersema, Professor, Graduate School of Management, University of California, Irvine