

CURRICULUM VITAE

Prof. Klaus Uhlenbruck, PhD

Adjunct Professor of International Strategy

EBS Universität für Wirtschaft und Recht
EBS Business School
Department of Management & Economics
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Primary fields of interest:

- MNE management, international diversification, mergers & acquisitions, privatization, emerging economies, entrepreneurial processes, family businesses, organizational governance

Teaching Experience:

- Strategic management, international business, entrepreneurship

Education:

Institution	Major	Degree	Date
University of Colorado, U.S.A.	Strategic Management	Ph.D.	5/96
University of Cologne, Germany	Business Economics	Diploma	5/86

Academic Experience

- **Since 08/2009**
Professor of Management, University of Montana
- **Since 06/2007**
Adjunct Professor of International Strategy, EBS University for Business and Law
- **08/2012 – 07/2013**
Visiting Professor, EBS University for Business and Law
- **08/2004 – 07/2009**
Associate Professor of Management, University of Montana
- **06/1999 – 05/2004**
Assistant Professor of Management, Texas A&M University

- **01/1996 – 06/1999**
Assistant Professor of Management, California State University San Marcos
- **08/1991 – 12/1995**
Research Assistant and Graduate Instructor, University of Colorado

Administrative Experience in academia

- **Since 08/2013**
University of Montana,
Chair, Dept. of Management and Marketing
- **08/2009 – 7/2012**
University of Montana,
Chair, Dept. of Management and Marketing
- **07/2007 – 12/2009**
University of Montana,
Director, SOBA International Programs
- **08/2004 – 06/2007**
University of Montana
Director, Small Business Institute
- **08/1998 – 06/1999**
California State University San Marcos,
Head, Global Business Management Option

Other Experience

- **10/1990 – 06/1991**
Annex Research (Phoenix, AZ), Marketing Manager of international IT consulting firm
- **07/1986 – 06/1990**
IBM Germany,

01/1990-06/1990 Financial Services Analyst
07/1987-12/1989 Marketing Representative
07/1986-06/1987 Systems and Sales Assistant
- **09/1978 – 06/1980**
Gustav Schickedanz KG, Retail Management Trainee

Awards and professional recognition

- Poe Family Distinguished Fellow in Strategy. A stipend for excellence in teaching, research, and service given by the University of Montana School of Business Administration (2017-present)
- Researcher of the Year, Univ. of Montana School of Bus. Admin. (2015-16)
- Montana Board of Research and Commercialization Technology Grant (2014-15)
- Montana Board of Research and Commercialization Technology Grant (2013-14)

- University of Montana Faculty Exchange to EBS University in Germany (2012/13)
- NIBEN Curriculum Development Grant (2012)
- Family Enterprise Research Conference, Best Conference Paper 2nd Runner Up Award (2010)
- Montana Board of Research and Commercialization Technology Grant (2010-11)
- Montana Board of Research and Commercialization Technology Grant (2009-10)
- Association for Small Business and Entrepreneurship, Best Overall Conference Paper 1st Runner Up Award (2007)
- Montana Board of Research and Commercialization Technology Grant (2007-9)
- John and Kathy Connors Faculty Fellow. (2006-2017)
- Academy of Management Journal, Outstanding Reviewer Award (2006-7)
- University of Montana Research Grant (2005)
- Carolyn Dexter Award Nominee, Academy of Management (2004)
- Texas A&M University Summer Research Award (2003)
- Shell Oil Company Foundation Research Award (2002)
- Texas A&M University Summer Research Award (2002)
- Academy of International Business, a Best Reviewer (2002)
- Best Competitive Paper Award Nominee, International Management Division, AOM (1997)
- California State University San Marcos Summer Research Award (1996, 1997)
- University of Colorado Graduate School Dean's Grant Award (1995)
- Hart Research Fellowship (1994)
- C. MacMillan III Entrepreneurship Fellowship (1994)
- IBM Golden Circle Award (1988, 1989)
- IBM Onehundertpercent Club (1987)
- DAAD (German Academic Exchange Service) exchange fellow at PSU (1984)
- Albion College, Michigan, International Student Scholarship (1983)

Publications in Refereed Journals:

- Uhlenbruck, K., Hughes-Morgan, M., Hitt, M., Ferrier, W. & Brymer, R. (2017). Rivals' reactions to mergers and acquisitions. *Strategic Organization*, 15 (1): 40-66
- Landau, C., Karna, A., Richter, A. & Uhlenbruck, K. (in press). Institutional leverage capability: Creating and using home country institutional competitive advantage for internationalization. *Global Strategy Journal*, 6 (1/Feb.): 50-68.

- Hartmann, J. & Uhlenbruck, K. (2015). National institutional antecedents to corporate environmental performance. *Journal of World Business*, 50 (4/Oct.): 729-741.
- Jaskiewicz, P., Uhlenbruck, K., Balkin, D. & Reay, T. 2013. Is nepotism good or bad? A social exchange perspective on types of nepotism. *Family Business Research*, 26 (2): 121-139. (through 3/14 consistently among the top 10 downloaded papers of FBR)
- Collins, J. D., Uhlenbruck, K. & Rodriguez, P. 2009. Why firms engage in corruption: A top management perspective. *Journal of Business Ethics*, 87 (1): 89-108.
- Collins, J. D., Uhlenbruck, K. & Reutzler, C. R. 2008. Entrepreneurial social capital and the Gatsby effect. *Journal of Business & Entrepreneurship*, 20 (1): 18-36.
- Collins, J. D., Uhlenbruck, K. & Reutzler, C. R. 2008. Status differences as an impediment to building entrepreneurial relational capital. *Corporate Ownership & Control*, 5 (2): .277-287.
- Uhlenbruck, K., Hitt, M. & Semadeni, M. 2006. Market value effects of acquisitions involving Internet firms: A resource-based analysis. *Strategic Management Journal*, 27: 899-913.
- Hitt, M., Bierman, L., Uhlenbruck, K. & Shimizu, K. 2006. Effects of resources in the internationalization of professional service firms: The good, the bad and the ugly. *Academy of Management Journal*, 49: 1137-1157.
- Uhlenbruck, K., Rodriguez, P., Doh, J & Eden, L. 2006. The impact of corruption on entry strategy: Evidence from telecommunication projects in emerging economies. *Organization Science*, 17: 402-414.
- Kang, E. & Uhlenbruck, K. 2006. A process framework of entrepreneurship: From exploration to exploitation, to exit. *Academy of Entrepreneurship Journal*, 1: 47-71.
- Rodriguez, P., Uhlenbruck, K. & Eden, L. 2005. Government corruption and the entry strategies of multinationals. *Academy of Management Review*, 30: 383-396.
- Uhlenbruck, K. 2004. Developing acquired foreign subsidiaries: The experience of MNEs in transition economies. *Journal of International Business Studies*, 35: 109-123.
- Filatotchev, I., Wright, M., Uhlenbruck, K., Tihanyi, L. & Hoskisson, R. 2003. Governance, organizational capabilities and restructuring in transition economies. *Journal of World Business*, 38(4): 331-347.
- Doh, J.P., Rodriguez, P., Uhlenbruck, K., Collins, J. & Eden, L. 2003. Coping with corruption in foreign markets. *Academy of Management Executive*, 17 (3): 114-127. (Reprinted in Lane, H.W., DiStefano, J. & Maznewski, M. 2005. *International Management Behavior*, 5th ed. Oxford, UK: Blackwell Publishing)
- Uhlenbruck, K., Meyer, K. E. & Hitt, M. A. 2003. Organizational transformation in transition economies: Resource-based and organizational learning perspectives. *Journal of Management Studies*, 40: 225-250.
 - Reprinted in W. H. Starbuck & S. G. Tilleman (eds.) 2008. *The International Library of Critical Writings on Business and Management: Organizational Learning and Knowledge Management*. Cheltenham, UK: Edward Elgar Publishing.
 - Recognized as one of the most influential publications in the domain of dynamic capabilities by Di Stefano, G., Peteraf, M. & Verona, G. 2010. *Dynamic capabilities deconstructed: A bibliographic investigation into the origins, development, and future directions of the research domain*. *Industrial and Corporate Change*, 19: 1187-1204.
- De Castro, J. & Uhlenbruck, K. 2003. The transformation into entrepreneurial firms: Examining the context of privatization. *Management Research*, 1: 171-184.

- Uhlenbruck, K. & De Castro, J. 2000. Foreign acquisitions in Central and Eastern Europe: Outcomes of privatization in transitional economies. *Academy of Management Journal*, 43: 381-402.
- Uhlenbruck, K. & De Castro, J. 1998. Privatization from the acquirer's perspective: A mergers and acquisitions based model. *Journal of Management Studies*, 35: 619-640.
- De Castro, J. & Uhlenbruck, K. 1997. Characteristics of privatization: Evidence from developed, less developed, and former communist countries. *Journal of International Business Studies*, 28: 123-143.
- De Castro, J., Meyer, G. D., Strong, K. C. & Uhlenbruck, K. 1996. Government objectives and organizational characteristics: A stakeholder view of privatization effectiveness. *International Journal of Organizational Analysis*, 4: 373-392.
- Koeborg, C. S., Uhlenbruck, K. & Sarason, Y. A. 1996. Facilitators of organizational innovation: The role of life-cycle stage. *Journal of Business Venturing*, 11: 133-149.

Books, Book Chapters, Proceedings and Other Publications:

- Douma, B., Shay, J.P., Foley, C. & Uhlenbruck, K. 2006. The rebuilding of Sandler O'Neill after 9/11. *Proceedings of the North American Case Research Associations (NACRA)*, 20 (1): 107.
- Uhlenbruck, K., Rodriguez, P., Doh, J & Eden, L. 2005. Firm responses to corruption in foreign markets. In Rodriguez, D., Waite, G. and Wolfe, T. (Eds.), *Transparency International: Global Corruption Report 2005*, 302-304. London, UK: Pluto Press.
- Collins, J. & Uhlenbruck, K. 2004. How firms respond to government corruption: Insights from India. *Academy of Management Best Paper Proceedings*, New Orleans, LA.
- Doh, J., Rodriguez, P., Uhlenbruck, K., Collins, J. & Eden, L. 2003. Coping with corruption in foreign markets: Costs, dimensions, entry modes, and strategic responses. In Trick, M. (Ed.), *Global Corporate Evolution: Looking Inward or Looking Outward?* 183-192. Pittsburgh, PA: Carnegie Mellon University Press.
- Hitt, M., Bierman, L., Uhlenbruck, K. & Shimizu, K. 2003. The internationalization of professional service firms: Effects of human capital and social capital. In D.N. Nagao (Ed.): *Academy of Management Best Paper Proceedings*, Seattle, WA.
- Uhlenbruck, K. 2002. Entrepreneurship research in transition economies: Summary of the AoM workshop. *Journal for Eastern European Management Studies*, 7: 452-455.
- Uhlenbruck, K. 2002. Creating thriving subsidiaries from acquired firms: The experience of Western MNEs in transition economies. In Trick, M. (Ed.), *Growing the international firm: Success in mergers, acquisitions, networks and alliances*, 101-108. Pittsburgh, PA: Carnegie Mellon University Press.
- Hitt, M. & Uhlenbruck, K. 2002. Entering foreign markets through strategic alliances and acquisitions. In Kotabe, M. and Aulakh, P. (Eds.), *Emerging issues in international business research*: 223-240. Northampton, MA: Elgar Publishing.
- De Castro, J. & Uhlenbruck, K. 1998. Government policy and firm strategy: Privatization in developed, less-developed, and former communist countries. *Business & the Contemporary World*, 10: 663-675.
- Uhlenbruck, K. 1997. Entry motives and firm capabilities: Performance implications for foreign direct investment in Central and Eastern Europe. In L. N. Dosier & J. B. Keys (Eds.): *Academy of Management Best Paper Proceedings*: 204-208. Boston, MA.

- De Castro, J. & Uhlenbruck, K. 1997. Comparing privatization characteristics in former communist, developing, and developed countries. In A. A. Ullmann & A. Lewis (Eds.): Privatization and entrepreneurship: The managerial challenge in Central and Eastern Europe: 89-102. New York: Haworth Press.
- Uhlenbruck, K. & Meyer, G. D. 1992. The life cycle of innovative cooperation. In D. O. Braaten & G. C. Anders (Eds.): U.S. competitiveness in the global marketplace: Conference proceedings 76-89. Phoenix, AZ.
- Uhlenbruck, K. 1986. The Innovative Potential of Services for Manufacturing Enterprises. Bergisch Gladbach, Germany: Eul Verlag. (Book published in German).

Academic Research Presentations:

- Mankel, S., Richter, A. & Uhlenbruck, K. 2016 Pay disparity, external pay alternatives and turnover of the second best-paid executive. Strategic Management Society Conference, Berlin, Germany, September .
- Mankel, S., Richter, A. & Uhlenbruck, K. 2016 Pay disparity, external pay alternatives and turnover of the second best-paid executive. British Academy of Management Conference, Newcastle University, UK, September.
- Karna, A., Landau, C., Uhlenbruck, K. & Richter, A. 2014. Institutional leverage capability: Creating and using institutional advantage for internationalization. Strategic Management Society Conference, Madrid, Spain (GSJ Showcase Symposium).
- Mankel, S., Richter, A. & Uhlenbruck, K. 2014. Pay disparity, external pay alternatives and turnover of the second best-paid executive. Academy of Management Meetings, Philadelphia, PA.
- Karna, A., Landau, C., Uhlenbruck, K. & Richter, A. 2013. Institutional leverage capability: Using home country institutions for SME internationalization. Strategic Management Society Conference, Atlanta, GA.
- Uhlenbruck, K., Douma, B. & Kappus, J. 2013. International expansion of Hochland SE – The world of Cheese. North American Case Research Association Annual Conference, Victoria, BC.
- Ennen, E. , Richter, A. & Uhlenbruck, K. 2011. Configurations and performance: The role of complementarities in the design of law firms. Academy of Management Meetings, San Antonio, TX.
- Ennen, E. & Uhlenbruck, K. 2010. Strategy-structure relationships in professional service firms: Evidence from large U.S.-based law firms. Academy of Management Meetings, Montreal, Canada.
- Uhlenbruck, K., Hughes, M. V., Ferrier, W. J., Hitt, M. & Brymer, R. 2010. The drivers of competitive aggressive responses to acquisitions and post-acquisition performance. SMS Special Conference, Levi, Finland (nominated for Best Conference Paper Award).
- Jaskiewicz, P. & Uhlenbruck, K. 2010. The relationship between boards and firm performance: An agency and resource-dependence theory analysis of family businesses. Family Enterprise Research Conference, Cancun, Mexico (winner 3rd best paper award).
- Uhlenbruck, K., Hughes, M. V., Ferrier, W. J. & Brymer, R. 2009. Acquisitions and aggressive competitive response by rivals. Academy of Management Meetings, Chicago, IL.
- Jaskiewicz, P. & Uhlenbruck, K. 2009. Board composition and performance in French family firms: An agency and resource dependence perspective. Academy of Management Meetings, Chicago, IL.

- Jaskiewicz, P., Uhlenbruck, K., Balkin, D. & Reay, T. 2009. Nepotism and its link to tacit knowledge: Putting some old myths to rest. Academy of Management Meetings, Chicago, IL.
- Collins, J., Uhlenbruck, K. & Reutzel, R. 2008. Entrepreneurial strategies for emerging markets. Strategic Management Society, 28th Annual International Conference, Cologne, Germany.
- Jaskiewicz, P. & Uhlenbruck, K. 2008. Stewardship and nepotism: Performance effects of family presence in management. Academy of Management Meetings, Anaheim, CA.
- The big questions of international ethics: Evaluating corruption and responsibility across borders. 2008 Academy of Management Symposium (with M. Calhoun and others), Anaheim, CA.
- Collins, J., Uhlenbruck, K. & Reutzel, R. 2007. The downside of status in building entrepreneurial social capital. Association of Small Business and Entrepreneurship Conference, Austin, TX.
- Uhlenbruck, K. 2006. Returns to mergers and acquisitions: A competitive dynamics perspective. Strategic Management Society, 26th Annual International Conference, Vienna, Austria.
- Douma, B., Shay, J., Foley, K & Uhlenbruck, K. 2006 The rebuilding of Sandler O'Neill after 9/11 (cases A and B). North American Case Association Meetings, San Diego, CA.
- Uhlenbruck, K. 2005. Organizational restructuring of privatized firms in Central and Eastern Europe: Performance implications of acquirer investments. Academy of Management Meetings, Honolulu, Hawaii.
- Collins, J. & Uhlenbruck, K. 2005. Adapting to conflicting institutional demands: Why Indian firms engage in corruption. Academy of International Business, Quebec City, Canada.
- Collins, J. & Uhlenbruck, K. 2005. Government corruption: Which institutional pillars matter? Western Academy of Management Meetings, Las Vegas, NV.
- Collins, J. & Uhlenbruck, K. 2004. How firms respond to government corruption: Insights from India. Academy of Management Conference, New Orleans, LA.
- Collins, J. & Uhlenbruck, K. 2004. Firm-level social capital and the Gatsby effect. Academy of Management Conference, New Orleans, LA.
- Creating Actionable Knowledge in Transitioning Economies. 2004 Academy of Management Symposium (with S. Puffer and others).
- Collins, J. & Uhlenbruck, K. 2004. Firm behavior in the face of government corruption: Evidence from India. Academy of International Business Conference, Stockholm, Sweden.
- Uhlenbruck, K., Li, H., Hitt, M. & Nollen, S. 2003. Resources, strategic flexibility and firm performance in emerging and transition economies: Comparison of China and the Czech Republic. Strategic Management Society Special Topic Conference on Research in Emerging Economies, Hong Kong.
- Doh, J., Uhlenbruck, K., Rodriguez, P., Collins, J. & Eden, L. 2003. Coping with corruption in foreign markets: Costs, dimensions, entry modes, and strategic responses. Carnegie Bosch Conference, Pittsburgh, PA.
- Uhlenbruck, K., Li, H. & Nollen, S. 2003. Firm resources and strategic flexibility in transition economies: Evidence from the Czech Republic. Academy of Management Conference, Seattle, WA.
- Uhlenbruck, K., Rodriguez, P., Doh, J & Eden, L. 2003. Coping with corruption: The effect of government corruption on entry strategy. Academy of Management Conference, Seattle, WA.

- Hitt, M., Bierman, L., Uhlenbruck, K. & Shimizu, K. 2003. The internationalization of professional service firms: Effects of human capital and social capital. Academy of Management Conference, Seattle, WA.
- Uhlenbruck, K., Rodriguez, P., Doh, J & Eden, L. 2003. How corruption affects firm strategy: Entry mode adaptation by telecom MNEs entering emerging economies. Academy of International Business Conference, Monterey, CA.
- Filatotchev, I., Wright, M., Uhlenbruck, K., Tihanyi, L. & Hoskisson, R. 2003. Governance, organizational capabilities and restructuring in transition economies. Conference on Corporate Governance and Investment in Transitioning Economies, Gorbachev Foundation, Boston, MA.
- Hitt, M., Bierman, L., Uhlenbruck, K. & Shimizu, K. 2002. The internationalization of professional service firms: Effects of human capital and social capital on international diversification. Conference on the Strategic Management of Professional Service Firms. Edmonton, Alberta.
- Kang, E. & Uhlenbruck, K. 2002. A process framework of entrepreneurship: From exploration to exploitation, to exit. Academy of Management National Meetings, Denver, CO.
- Uhlenbruck, K. 2002. Entrepreneurship in Transition Economies: Organizational Restructuring and Entrepreneurial Outcomes. Academy of International Business Meetings, San Juan, PR.
- Filatotchev, I., Wright, M., Uhlenbruck, K., Tihanyi, L. & Hoskisson, R. 2002. Governance, organizational capabilities, and restructuring in transition economies. Academy of International Business Meetings, San Juan, PR.
- Uhlenbruck, K., Hitt, M. & Semadeni, M. 2001. Corporate strategy in the new economy: Outcomes of four types of acquisitions. Strategic Management Society, San Francisco, CA.
- Semadeni, M., Hitt, M. & Uhlenbruck, K. 2001. Born international/born electronic: The intersection of electronic commerce and international new ventures. Academy of Management Meetings, Entrepreneurship Division, Washington, DC.
- Uhlenbruck, K. 2001. The leadership role of entrepreneurs in new venture creation: A socio-cognitive approach. Academy of Management Meetings, AMR Theory Development Workshop, Washington, DC.
- Filatotchev, I., Wright, M., Uhlenbruck, K., Tihanyi, L. & Hoskisson, R. 2001. The evolution of moderne corporate governance and its effects on firm restructuring in Central and Eastern Europe. European Group for Organizational Studies (EGOS), Lyon, France.
- Uhlenbruck, K. 2000. Acquired foreign subsidiaries in transitional economies: Resource transfers and obstacles to development. Academy of International Business Annual Conference, Phoenix, AZ.
- Uhlenbruck, K. & Hitt, M. 2000. Innovation in alliances: A resource and learning perspective. Strategic Management Society Conference, Vancouver.
- Uhlenbruck, K. & Meyer, K. 2000. Organizational transformation in transition economies: Resource-based and organizational learning perspectives. Academy of Management National Meetings, Toronto.
- Hitt, M. & Uhlenbruck, K. 2000. International strategy and modes of entry: Strategic alliances and mergers & acquisitions. Emerging Issues in International Business, Research Forum, Temple University.
- Uhlenbruck, K., & De Castro, J. 1999. Privatization policies in Eastern Europe: Implications for global firms and performance. Strategic Management Society Conference, Berlin.

- Uhlenbruck, K., Watson, K. & Montanari, J. R. 1999. Organizational restructuring of privatized firms: Foreign direct investment and performance implications. Strategic Management Society Conference, Berlin.
- Uhlenbruck, K. & De Castro, J. 1998. Foreign investment in Central and Eastern Europe: Outcomes of privatization and acquisition in transitional economies. Academy of Management National Meetings, San Diego.
- De Castro, J. & Uhlenbruck, K. 1998. Entrepreneurship and privatization in developing countries: Toward a theory of firm rebirth. Academy of Management National Meetings, San Diego.
- Uhlenbruck, K., De Castro, J. & Meyer, G. D. 1998. Foreign investment in Central and Eastern Europe: Outcomes of privatization and acquisition in transitional economies. Academy of Management National Meetings, San Diego.
- Uhlenbruck, K. & De Castro, J. 1998. An international comparison of firm performance after privatization: The impact of contract conditions set forth by governments in Central and Eastern Europe. Academy of Management National Meetings, San Diego.
- Uhlenbruck, K. 1998. Enterprise restructuring in Central and Eastern Europe: Foreign direct investment and performance implications. International Workshop on Transition and Enterprise Restructuring in Eastern Europe, Copenhagen, Denmark.
- Uhlenbruck, K. & Jasinski, D. 1997. Innovative Cooperation: The Hauser Chemicals / Tastemaker case. Western Casewriters Association, Olympic Park, CA.
- Uhlenbruck, K. 1996. Mergers between private and privatized firms in East-Central Europe: Fit and performance of international acquisitions. Academy of International Business, Western Regional Meetings, San Diego.
- De Castro, J., Strong, K. C. & Uhlenbruck, K. 1995. Social issues in privatization: A stakeholders perspective. Academy of Management National Meetings, Vancouver, BC.
- De Castro, J. & Uhlenbruck, K. 1995. Characteristics of privatization in developed, less developed, and former communist countries: Evidence and implications for management. Academy of Management National Meetings, Vancouver, BC.
- De Castro, J. & Uhlenbruck, K. 1993. The privatization process in developing countries: A strategic model from the perspective of the acquiring firm. Academy of Management National Meetings, Atlanta.
- Uhlenbruck, K., Koberg, C. S. & Sarason, Y. A. 1993. Organizational innovation and life cycle: Changing effects of organizational variables. Academy of Management National Meetings, Atlanta.

Working Papers:

- Uhlenbruck, K., Douma, B. & Kappus, J. International expansion of Hochland SE – The world of cheese. To be submitted to Case Research Journal.
- Uhlenbruck, K., Douma, B., Oschmann, G. & Kiepe, N. DORMA – Accessing the world. To be submitted to Case Research Journal.
- Jaskiewicz, P., Uhlenbruck, K. & Combs, J. Do families attenuate or exasperate agency conflicts? How the relationship between owner family ability and incentive affects firm performance. To be submitted to Strategic Management Journal.
- Jaskiewicz, P. & Uhlenbruck, K. Stewardship and nepotism: Performance effects of family presence in management. To be submitted to Academy of Management Journal.

- Brecht-Bergen, S., Richter, A. & Uhlenbruck, K. Pay disparity, external pay alternatives and turnover of the second best-paid executive. To be submitted to Strategic Management Journal.
- Boss, D., Brymer, R., Uhlenbruck, K. & Bierman, L. . Resources and the Internationalization of professional service firms. Invited for resubmission to Academy of Management Perspectives..
- Ennen, E., Richter, A., Uhlenbruck, K. & Hitt, M. Configurations and performance: The role of complementarities in the design of law firms. To be submitted to Strategic Management Journal.

Invited Speaking:

- "Opportunities and challenges in publishing international business research", IE University, Madrid, Spain (2016)
- "Do families attenuate or exasperate agency conflicts? The role of the ratio between family board control and family ownership for firm performance", IE University, Madrid, Spain (2016)
- "Responding to reviewers and editors for a revise and resubmit", panel presentation, University of Mannheim, Germany (2016)
- "When is a CV tenurable and promotable? When is it not? What about borderline cases? Is being denied tenure or promotion a catastrophe?", Junior Faculty Consortium, Academy of Management Meetings, Vancouver, BC (2015)
- "Rival's Reactions to Mergers & Acquisitions: A Competitive Dynamics Perspective", EBS University, Germany (2013)
- "Rival's Reactions to Mergers & Acquisitions: A Competitive Dynamics Perspective", WHU Otto Beisheim School of Management, Germany (2013)
- "Family-based Human Asset Specificity and the Bifurcation Bias: A Commentary", Theories of the Family Enterprise Conference, WHU Otto Beisheim School of Management, Germany (2011)
- "Stewardship and Nepotism: Performance Effects of Family Presence in Management", Babson College, Boston, MA (2008)
- "Privatization in Central and Eastern Europe", The Fletcher School of Law and Diplomacy, Tufts University (2008)
- "Producing Publishable Research in the Field of Professional Services", Academy of Management, Consulting Division Doctoral Consortium (2008)
- "Optimizing the returns to your dissertation", Academy of Management, International Management Division, Doctoral Consortium (2007)
- "Why Indian firms engage in corruption", Instituto de Empresa, Madrid, Spain (2007)
- "Why Indian firms engage in corruption: An institutional and social relations perspective", Universidad Carlos III, Madrid, Spain (2007)
- "Returns to mergers and acquisitions: A competitive dynamics perspective", Arizona State University, Tempe, AZ (2007)
- "Resources for intellectual property protection and commercialization", Montana Neuroscience Retreat, Seeley Lake, Montana (2006)

- "Competitor analysis", Center for New Ventures and Entrepreneurship, Texas A&M University (2001).
- "Creating thriving subsidiaries from acquired firms: The experience of Western MNEs in transitional economies", Carnegie Bosch Institute, Berlin, Germany (2001)
- "Post-communist privatization and entrepreneurship in Eastern Europe", Instituto Tecnológico, Mexicali, Mexico (1996)

Teaching:

- **Since 2004**
University of Montana

MBA 603, Integrated Project (some sections long distance)

MBA 665, Strategic Management Seminar (some sections long distance)

MBA 694, International Experience Germany

MGMT 445, Small Business Management and Strategic Planning

MGMT 446, Strategic Management

MGMT 495, Independent Study

BMGT 493, International Experience Germany

BMGT 604, Competitive Strategy (some sections long distance)
- **2007 – present**
EBS University, European Business School, Wiesbaden, Germany

Doctoral seminar, Academic Writing and Publishing

Doctoral seminar, Research in Strategy and International Management

MBA, Strategic Management, International Business

MS in Management Program, Corporate and International Strategy
(In 2015, this program is ranked 11th of 80 such programs worldwide by Financial Times. My topic area of corporate strategy is ranked no. 1 in 2014! <http://im.ft-static.com/content/images/51ef71d6-5783-11e5-a28b-50226830d644.pdf>)
- **1999 – 2004**
Texas A&M University

MGMT 685, Independent Study Ph.D. seminar in Entrepreneurship

MGMT 685, Independent Study Ph.D. seminar in Global Strategy

MGMT 680, Business and Corporate Strategy

MGMT 466, Honors, Strategic Management

MGMT 466, Strategic Management

- **1996 – 1999**
California State University San Marcos
- BA 680, Advisor to MBA final projects
- GA 671, Strategic Management of 21st Century Government Agencies (MBA)
- BA 670, Strategic Management (MBA core)
- BA 662, Global Manufacturing and Services Strategy (MBA core, team-taught with Dr. Jorjani, Professor of Operations Management)
- BA 660, Business Plan Development (MBA)
- BUS 444, Strategic Management in a Global Environment
- BUS 493, Advisor, Senior Experience service learning projects
- SSM 491R, Transnational Management
- **1994-1995**
University of Colorado
- ESBM 4700, Entrepreneurship and Small Business Management
- BPOL 4500, Business Policy: Cases & Concepts
- MKTG 4400, International Business Seminar

Teacher Training:

- International Student Advising, UM workshop
- Responding to Student Writing: Strategies for Giving Meaningful Feedback, UM workshop
- Designing and Managing Online Discussions, UM workshop
- Using Blackboard to Enhance your F2F Class, UM workshop
- Designing Courses for More Significant Student Learning, UM workshop
- Blackboard, School of Business Administration, University of Montana (UM)
- Faculty Learning Communities, Center for Teaching Excellence, Texas A&M (2003-4)
- Student Motivation, workshop created by CCLE, UW-Madison at Texas A&M
- Peer Coaching Program, Faculty Center, California State University San Marcos (1996 – 1999)
- Let's Talk Teaching, Faculty Center, California State University San Marcos (1996 – 1999)
- British Open University workshop on Distance Education, sponsored by CSU Institute, Long Beach.
- Workshop, Using Information Technology in the Classroom, California State University San Marcos
- Teacher Training Certificate, Graduate Teacher Program, University of Colorado at Boulder

Executive Education:

- **2007, 2009, 2012**
European Business School (EBS), Germany. Faculty workshop on academic writing, publishing and reviewing
- **2008**
Shanghai International Port Group (SIPG), Shanghai, China: Strategic Management
- **2002**
Chinese Petroleum Corporation (CPC): Privatization and Globalization. Taipei, Taiwan. Executive education program for CPC management on privatization and strategic management issues in the wake of CPC's upcoming privatization and deregulation of its markets
- **1997-1998**
CSUSM Breakfast Seminars: Business opportunities and privatization in Eastern Europe
- **1996**
World Trade Institute, Los Angeles, CA. International communication
- **1995**
Freedom Chemical Diamalt, Munich, Germany. Organizational development program for all managers of a German firm acquired by Freedom Chemical, Philadelphia, PA
- **1992-1995**
Prudential Relocation Services, Boulder, CO. Training of expatriates for assignments in Europe
- **1993**
Moran, Stahl & Boyer, Boulder, CO. International business seminars

Professional Service Activities:

Service in University Committees:

- **University of Montana**
Summer/Wintersession Review Committee (UM) (2017, 2013/14)
University Strategic Directions Advocacy (UM) (2011-2012)
Vice President for Research and Creative Scholarship Search (UM) (2011-2012)
Academic Strategic Plan Implementation Group (UM) (2010-2011)
International Strategic Planning (UM) (2009)
International Committee (UM) (2008-2009)
University Unit Standards (UM) (2006-2009; chair 2007/8)
Faculty Senate (UM) (2006-2009)
Strategic Planning & Accreditation (SoBA, 2009-present)
International Programs (SOBA, 2007-2010, chair 2007-2009)
MBA Curriculum, Admission and Assessment (2005-present)

MSBA Curriculum, Admission and Assessment (2016-present)

Research and Grants (SoBA, 2004-2007, 2015-16)

Faculty Evaluation Dept. of Management & Marketing (2005-2009, chair 2007/8)

Faculty Search, Dept. of Management & Marketing (2004, 2005, chair: 2009, 2010, 2011, 2014)

Admin. Search (SoBA), Director of Entertainment Management Program (chair, 2014)

Admin. Search (SoBA), Director of Gilkey Executive Education Center (2015)

Executive Committee, Northwest International Business Educators Network (2004-present)

- **EBS University**

Faculty Search, Dept. of Strategy, Organization & Leadership (2013-14)

MBA and Executive MBA Curriculum, Admission and Recruitment (2012-13)

- **Texas A&M University**

Doctoral Programs, Dept. of Management (2001-2004)

Fulbright Student Program Selection (2003-04)

Interim Chair, Texas A&M University International Scholarships (2001-02)

Review, Center for Retailing Studies, College of Business (2000-01)

MBA curriculum development, Dept of Management (1999-2000)

- **California State University San Marcos**

Representative, Academic Council of International Programs, CSU system (1997-99)

University Global Affairs (1997-99)

Academic Senate (1996-99)

MBA Program (1997-98)

Faculty search, College of Business (1996-98)

Classroom design (1996-97)

Service to the Student Community:

- Student advising, University of Montana SoBA (Fourbear 2008-present, foreign exchange students 2007-2010, Veterans 2014-present)
- Doctoral dissertation committee, EBS University, Germany (co-chair) (completed: 3, ongoing: 2)
- Doctoral dissertation committee, external referee, IE University, Madrid, Spain (2016)
- Doctoral dissertation committee, external referee, Charles University, Prague, CR (2009)
- Doctoral dissertation committees, Texas A&M (completed: 5)
- Honors program, University of Montana (2010-1), Texas A&M (2002-3) and California State University San Marcos (1996-97)

- Independent studies, University of Montana (2005-present), Texas A&M (2000-3) and California State University San Marcos (1996-98)
- Faculty mentor, Student Mentoring Program, California State Univ. San Marcos (1996-97)

Service to the Profession

- Editorial Review Board, Strategic Management Journal (2009 – present)
- Editorial Review Board, Strategic Entrepreneurship Journal (2009 – present)
- Editorial Review Board, Journal of International Business Studies (2007-2010)
- Editorial Review Board, Academy of Management Journal (2004-2009)
- Editorial Review Board, Journal of Management Studies (2003-2008)
- Editorial Review Board, Journal of International Management (2004-2006)
- Editorial Review Board, Journal of Management (2001-2002)
- Reviewer (ad hoc), Academy of Management Executive, Academy of Management Review, Advances in International Management, European Accounting Review, European Journal of International Management, International Business Review, Journal of Business Ethics, Journal of Business Research, Journal of Socio-Economics, Journal of World Business, Management International Review, Organization Science, Organization Studies, Strategic Organization.
- Reviewer, Academy of Management National Meetings, Business Policy & Strategy, Entrepreneurship, and International Management divisions; Academy of International Business Meetings; Strategic Management Society International Conference; numerous regional conferences.
- External reviewer for faculty tenure and promotion decisions (EBS University, Montana State University, University of Massachusetts Boston, University of New Mexico; University of Wyoming)
- Judge, INFORMS/Organization Science Dissertation Proposal Competition (2011)
- Elected representative at large, Global Strategy IG, Strategic Management Society (2008-2011)
- Chair, AIB Junior Faculty Consortium, Academy of International Business Conference, Quebec City, Canada, 2005.
- Organizer, host, presenter and panel chair, Enterprise Strategies in Emerging Economies: A Comparative Approach. Academy of International Business Conference, Stockholm, Sweden, 2004.
- Organizer, host and panel chair, Corruption: Source, Nature, Measurement and Impact on International Business. Academy of International Business Conference, Stockholm, Sweden, 2004.
- Organizer, host and moderator, Workshop on Entrepreneurship in Transition Economies, Academy of Management Meetings, Denver, 2002.
- Strategic Management Society/McKinsey Best Paper Award Committee (2001, 2002)
- Local Arrangements Committee, 1998 Academy of Management National Meetings, San Diego, CA.
- Chair and Discussant at numerous international, national, and regional conferences.

- Liaison, Entrepreneurship and International Management divisions, Academy of Management (1998-2000)

Grants and Research funding:

- Montana Board of Research and Commercialization Technology (MBRCT), \$14,345 as co-investigator as part of a \$150,075 grant (2014-15)
- Montana Board of Research and Commercialization Technology (MBRCT), \$12,000 as co-investigator as part of a \$149,000 grant (2013-14)
- Northwest International Business Educators Network (NIBEN/UW CIBER) Curriculum Development Grant for case study research, \$3,000 (2012-13)
- Montana Board of Research and Commercialization Technology (MBRCT), \$12,000 as co-investigator as part of a \$200,000 grant (2010-11)
- Montana Board of Research and Commercialization Technology (MBRCT), \$13,500 as co-investigator as part of a \$197,000 grant (2009-10)
- Montana Board of Research and Commercialization Technology (MBRCT), \$35,000 as co-investigator as part of a \$450,000 grant (2007-9)
- University of Montana Research Grant Program, \$4,500 (2005)
- Carnegie Bosch Institute, Carnegie Mellon University, \$2,000 (2003)
- Mays School of Business Research Grant, Texas A&M University, \$3,500 (2003)
- Mays School of Business, Summer Research Grant \$10,000 (2003)
- Shell Oil Company Foundation, Research Grant, \$15,000 (2002)
- International Travel Grant, Texas A&M University, \$1,750 (2002)
- European Union Center, Texas A&M University, \$2,500 (2002)
- Mays School of Business, Summer Research Grant \$10,000 (2002)
- Carnegie Bosch Institute, Carnegie Mellon University, \$2,000 (2001)
- Mays School of Business Research Grant, Texas A&M University, \$7,500 (2000)
- Center for Human Resource Management, Texas A&M, \$1,000 (2000)
- Dr. Bronner International Research Scholarship, \$1,000 (1998)
- California State University San Marcos, Summer Research Grant, \$12,500 (1997)
- California State University San Marcos, Summer Research Grant, \$5,500 (1996)
- Hart Summer Research Fellowship, University of Colorado, \$3,000 (1994)

Independent Consulting:

- **2006/2007**
Center for Structural & Functional Neuroscience, School of Pharmacy and Allied Health Sciences, University of Montana. Commercialization of tech transfer projects
- **1995**
Freedom Chemical Company, Philadelphia, PA. Lead consultant on international merger integration
- **1994-1995**
Tucker International, Boulder, CO

Professional Associations:

- Academy of Management; Business Policy and Strategy, Entrepreneurship, and International Management divisions (1993-present)
- Academy of International Business (1994-2009)
- CIBER Cross-Cultural Collegium (C4) (1996-1999)
- European Group for Organizational Studies (EGOS) (2001-2002)
- Strategic Management Society (1993-present)
- Western Academy of Management, Western Casewriters Association (periodically)

Recent Volunteer Service Activities:

- First United Methodist Church, Missoula, MT, Finance and Stewardship Committee (2008-present, chair, 2010-2012; chair 2013-2015)
- First United Methodist Church, Missoula, MT, Staff Parish Relations Committee (2005-2008, chair, 2007-2008)

Legal Status:

- Dual citizenship (U.S. and German)