

Bruce M. Kogut
Columbia Business School and Department of Sociology, Columbia University
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Positions:

2007-	Sanford Bernstein Chaired Professor and Professor, Department of Sociology, Columbia University
2007-2018	Director, Sanford C. Bernstein Center for Leadership and Ethics
2009/10	Co-Director, Ariane de Rothschild Fellowship Program for Jewish-Muslim Dialogue and Social Entrepreneurship
2005-2007	Director, Founder, Insead Social Entrepreneurship Programme (ISEP)
2004-2006	Scientific Director, EIASM, Brussels
2004-2007	Steering Committee, Advanced Institute of Management, London, UK
2003 - 2007	Eli Lilly Chair in Innovation, Business and Society, INSEAD
1999-2001	Visiting Professor, Centre de Recherche en Gestion, Ecole Polytechnique.
1994-2002	Co-Director, Reginald H. Jones Center for Management Policy, Strategy, and Organization
1997-2000	Associate Dean for Doctoral Programs, Wharton
1993-95	Director, Emerging Economies Program, Wharton
1983-2002	Assistant, Associate, Chaired Professor, Wharton School, University of Pennsylvania
1983/87	Visiting faculty, Stockholm School of Economics
1981	Rand Corporation.

Education/Degrees:

2005	Honorary Doctorate, Stockholm School of Economics.
1978-1983	<u>Massachusetts Institute of Technology</u> , Sloan School of Management, Ph.D.
1976-1978	<u>Columbia University</u> , New York, NY; Masters in International Affairs.
1971-1975	<u>University of California</u> , Berkeley, CA; Political Science, with Honors.

Research Grants/Fellowships/Honors:

2020	Advisory Board, Institut Polytechnique de Paris
2021	Advisory Board, Global Center in Paris, Columbia University
2018-	Co-director, Computational Social Science, DSI, Columbia University
2013	Russell Sage Foundation Award
2013-2019	Advisory, Board Member, Institute for Advanced Study, Wissenschaftskolleg, Berlin
2012-	Fellow, Institute of Advanced Studies, Wissenschaftskolleg, Berlin.
2012-14	National Science Foundation, Award 1226834
2009	Visiting Scholar, Wissenschaftszentrum, Berlin.
2005-2008	Editor, European Management Review
2005	Distinguished Scholar Award, International Management Division, Academy of Management
2004	<u>JIBS</u> Decade Award for the article 'Knowledge of the Firm and the Evolutionary Theory of the Multinational Corporation'.
2004-6	European Commission Research Grant (Measuring, Modeling Complex Networks Across Domains)
2003	Distinguished Lecture, Max Planck-Institut, Jena
2003	Visiting Researcher, Santa Fe Institute
2002	Fellow, Center on Organization Innovation, Columbia University.
2002	Visiting Researcher, Santa Fe Institute.
2002	Research Grant, Singapore Management University.
2001	Visiting Professor Lecture, Infocomm Development Agency, Singapore
2001/02	Research Fellow, Stockholm School of Economics
1998	Carnegie-Bosch Institute, Research Grant.

1998	<u>JIBS</u> Decade Award for the article "The effect of culture on the choice of entry mode"
1998	<u>Strategic Management Journal</u> Award for Best Article, "Joint Ventures: Theoretical and Empirical Perspectives
1995	Wissenschaftszentrum, Berlin, Karl Deutsch Professorship.
1994	Dartmouth College, Whittemore Prize for "Technological Platforms and Diversification"
1994	Carnegie-Bosch Institute, Research Grant.
1992	Ministry of Research and Technology, France, Research Grant.
1992	Fulbright Award for France.
1990	Wissenschaftszentrum and Academy of Sciences, Berlin, Summer Fellow.
1989	University of Lund, Holger Crafoord Lecture.
1988	German Marshall Fund Research Fellow.
1981	International Research and Exchange Board, fellowship, Humboldt Universitaet;

Publications:

Books

The Small Worlds of Corporate Governance, MIT Press, May 2012.

Knowledge, Options, and Institutions, Oxford University Press, 2007.

Corporate Governance and Capital Flows in a Global Economy, (with Peter Cornelius, World Economic Forum), New York: Oxford University Press, 2003.

The Global Internet Economy, Cambridge, MA: MIT Press, 2003.

Redesigning the Firm, (with E. Bowman), Oxford: Oxford University Press, 1995.

Country Competitiveness: Technology and the Organization of Work, Oxford: Oxford University Press, 1993.

Globalization of Firms and the Competitiveness of Nations, (with J.H. Dunning and M. Blomstrom) Lund University Press, 1991.

Papers/Books/in Progress

[Evons: A Dataset for Fake and Real News Virality Analysis and Prediction](#)

[K Krstovski](#), AS Ryu, B Kogut - arXiv preprint arXiv:2209.08129, 2022 - arxiv.org, published.

Political Language in Economics, with Z. Jelveh and S. Naidu, *Economic Journal*, forthcoming.

Mario meets AI: The Effects of Automation on Team Performance and Coordination in a Videogame Experiment, *Review of Economics and Statistics*, (with F. Dell'Acqua and Patryk Perkowski), forthcoming.

The Unfolding SPIRIT of Science: Evidence from P-Hacking in Academic Clinical Trials, with J. Guzman and Z. Jelveh, to be submitted.

Judicial Deregulation of Campaign Contributions and the Ensuing Response of the Corporate Business Elites, with Z. Jelveh and A. Ryu, submitted.

Fake and Mainstream News Publishers: Newsrooms, Viral News, and Emotional Language in Moral Markets, with A. Ryu, to be submitted.

"Microfinance Institutions as Hybrid Organizations: Management Practices and Productivity in India" (with N. Carlson, Jane Zhao, and Casey Ichniowski), working paper, to be submitted.

Unpublished papers:

"Did Executive Compensation Encourage Extreme Risk-taking in Financial Institutions?", with Sudhakar Balachandran and Hitesh Harnal. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1914542

"Competition among Systems of Complements: Learning among Prototypes and the Race to Keep Up", John Paul MacDuffie, Frits Pil, and Charles Ragin.

Journal Articles

Political Language in Economics, with Z. Jelveh and S. Naidu, *Economic Journal*, forthcoming..

"The making of a construct: Lessons from 30 years of the Kogut and Singh cultural distance index," 2018, with Cuypers, RT,, G Ertug, PP Heugens, T Zou, *Journal of International Business Studies* 49 (9), 1138-1153

"Global diversification discount and its discontents: A bit of self-selection makes a world of difference." , with Chang, Sungyong and Jae-Suk Yang. *Strategic Management Journal* 37.11 (2016): 2254-2274.

"Executive Pay, Fat Cats, and Best Athletes," with Jerry Kim and Jae-Suk Yang, *American Sociological Review*, April 2015

Jelveh, Zubin, Bruce Kogut, and Suresh Naidu, "Detecting Latent Ideology in Expert Text: Evidence from Academic Papers in Economics," in "Proceedings of the 2014 Conference on Empirical Methods in Natural Language Processing" Association for Computational Linguistics 2014.

Jelveh, Zubin, Bruce Kogut, and Suresh Naidu, "Detecting Political Ideology In Economics," Proceedings of the 2014 Conference on Empirical Methods in Natural Language Processing (EMNLP), 2014, pp. 1804–1809.

"Equality at the Top of the Corporation: Mandated Quotas for Women", with Mariano Belinky and Jordi Colomer, *Strategic Management Journal*, 2014, 35 (6), 891-902

"Memory and Organizational Evolvability in a Neutral Landscape," with Amit Jain, *Organization Science* , 2013, 25 (2), 479-493,

"Financial Innovation and Social Capital Markets", with Anthony Bugg-Levine and Nalin Kulatilaka, *Harvard Business Review*, January, 2012, 90 :119-123 .

"The Mobility of Economists and the Diffusion of Policy Ideas: The Influence of Economics on National Policies", with Muir Macpherson, *Research Policy*, 2012.

Introductions (un-refereed) as Editor of *European Management Review*, "Creativity and Innovation", 2006, 3: 131–141, "Rewards and Incentives", 2007, 4: 1–5; "Introduction to complexity: emergence, graphs, and management studies", 2007, 4: 67–72. ; "Introduction: economic sociology and new methods in research," 2007, 4: 133–139; "Comparing small world statistics over time and across countries: an introduction to the special issue comparative and transnational corporate networks," 2008, 5: 1–10 ; "Rankings, schools, and final reflections on ideas and taste", 2008, 5: 191-194.

"The Emergent Properties of a New Financial Market: American Venture Capital Syndication from 1960 to 2005" (with Pietro Urso and Gordon Walker), *Management Science*, 2007, 53: 1181–1198

"Exploring complexity when diversity is limited: Institutional complementarity in theories of rule of law and national systems revisited" (with Charles Ragin), *European Management Review*, 2006, 3:44-59.

"Prototypes and Strategy: Assigning Causal Credit Using Fuzzy Sets" (with John Paul MacDuffie and Charles Ragin), *European Management Review*, 2004, 1: 114-131.

"Distributed Knowledge and Creativity in the International Software Industry," (with Anca Metiu), Management International Review, 2004, 44.

"The International Monetary Fund and the Global Spread of Privatization", (with Nancy Brune and Geoffrey Garrett), International Monetary Fund Staff Papers, 2004, 51: 195-219.

"Real Option Pricing and Organizations: The Contingent Risks of Extended Theoretical Domains", (with Nalin Kulatilaka), Academy of Management Review, 2004, 29: 102-110.

"A Memoir and Reflection: Knowledge and an Evolutionary Theory of the Multinational Firm Ten Years Later", (with Udo Zander), Journal of International Business Studies, Nov. 2003, 34: 505-515.

"Restructuration ou Désintégration du Réseau des Firmes Allemandes » (with Gordon Walker), Gérer et Comprendre, 2003, 74 : 14-24 ; reprinted "Restructuring or Disintegration of the German Corporate Network: Globalization as a Fifth Column" (in Russian) Theoretical and Practical aspects of Management, 2004, 4: 64-70.

"Petits Mondes et Globalisation : Une Perspective Comparative" (with Gordon Walker), Gérer et Comprendre, 2003, 74 : 6-13.

"Does Good Science Lead to Valuable Knowledge? Biotechnology Firms and the Evolutionary Logic of Citation Patterns, (with Michelle Gittelman), Management Science, 2003, 49: 366-382. reprinted in The Economics of Biotechnology edited by Maureen Mc Kelvey, Chalmers University of Technology, Sweden and Luigi Orsenigo, Facolta di Ingegneria, Universita Degli Studi di Brescia, Italy. 2005.

"Capital Market Development and Mass Privatization are Logical Contradictions: Lessons From Russia and the Czech Republic" (with Andrew Spicer), Industrial and Corporate Change, 2002, 11: 1-37.

"Dialogue on Organization and Knowledge" (with Anna Grandori), Organization Science, 2001, 13: 224-31.

"Open-Source Software Development and Distributed Intelligence" (with Anca Metiu), Oxford Review of Economic Policy, 2001, 17: 248-64.

"The Small World of Germany and the Durability of National Ownership Networks," (with Gordon Walker), American Sociological Review, 2001, 66: 317-35.

"Capabilities as Real Options," (with N. Kulatilaka), Organization Science, 2001, 12: 744-58, reprinted in Real Options and International Investment edited by Alan M. Rugman, Bloomington, USA and Jing Li, 2005

"Entrepreneurship and Privatization in Central Europe: The Tenuous Balance Between Destruction and Creation," (with Andrew Spicer and Gerald McDermott), Academy of Management Review, 2000, 5: 630-49.

"Agency and Institutions: National Divergences in Diversification Behavior," (with Gordon Walker and Jaideep Anand), Organization Science, 2002, 31: 162-178.

"The Network as Knowledge: Generative Rules and the Emergence of Structure," Strategic Management Journal, 2000, 21: 405-425.

"Did Socialism Fail To Innovate? A Natural Experiment of the Two Zeiss Companies," (with Udo Zander), American Sociological Review, 2000, 65: 169-190.

"Localization of Knowledge and the Mobility of Engineers in Regional Networks", (with Paul Almeida), Management Science, 1999, 45: 905-917.

"Evolution of the Large Firm in France in Comparative Perspective," Entreprises et Histoire, 1998, 19:113-151.

"Adoption of the Multidivisional Structure: Analyzing History from the Start," (with David Parkinson), Industrial

and Corporate Change, 1998, 7: 249-273.

"Technological Capabilities of Countries, Firm Rivalry, and Foreign Direct Investment," (with Jaideep Anand), Journal of International Business Studies, 1997, 28: 445-46.

"The Exploration of Technological Diversity and the Geographic Localization of Innovation," (with Paul Almeida), Small Business Economics, 1997, 9: 21-31.

"Platform Investments and Volatile Exchange Rates: Direct Investment in the U.S. By Japanese Electronic Companies," (with S.J. Chang), Review of Economics and Statistics, 1996, 78: 221-231.

"Social Capital, Structural Holes, and the Formation of an Industry Network," (with Gordon Walker and Weijian Shan), Organization Science, 1997, 8: 109-125. Reprinted in The Economics of Biotechnology edited by Maureen Mc Kelvey, Chalmers University of Technology, Sweden and Luigi Orsenigo, Facolta di Ingegneria, Universita Degli Studi di Brescia, Italy. 2005

"Technological Platforms and Diversification," (with D.J. Kim), Organization Science, 1996, 7: 283-301.

"What Firms Do: Coordination, Identity, and Learning," (with U. Zander), Organization Science, 1996, 7: 502-518.

"Knowledge, Market Failure and the Multinational Enterprise: A Reply," (with U. Zander), Journal of International Business Studies, 1995; reprinted in Foreign Direct Investment and Technological Change, Vol. 1, ed. John Cantwell, (part of larger series The Globalization of the World Economy, series ed. Mark Casson), Edward Elgar Pub.

"Direct Investment, Hysteresis and Real Exchange Rate Volatility," (with N. Kulatilaka), Journal of Japanese and International Economics, 1996, 10: 12-36.

"Options Thinking and Platform Investments: Investing in Opportunity," (with N. Kulatilaka), California Management Review, 1994, 36:52-71.

"Knowledge and the Speed of the Transfer and Imitation of Organizational Capabilities: An Empirical Test," (with U. Zander), Organization Science, 1995, 6: 76-92.

"Interfirm Cooperation and Startup Innovation in the Biotechnology Industry," (with W. Shan and G. Walker), Strategic Management Journal, 1994, 15: 387-394.

"Knowledge of the Firm and the Evolutionary Theory of the Multinational Enterprise," (with U. Zander), Journal of International Business Studies, 1993, 24: 625-645 ; reprinted in Transforming International Organizations, edited by William G. Egelhoff, Northampton: MA, Edward Elgar Publishing, 1997.

"Cooperation and Entry Induction as an Extension of Technological Rivalry," (with G. Walker and D. J. Kim), Research Policy, 1995, 24: 77-95.

"Operating Flexibility, Global Manufacturing, and the Option Value of a Multinational Network," (with N. Kulatilaka), Management Science, 1995, 40: 123-139, reprinted in Real Options and International Investment edited by Alan M. Rugman, Kelley School of Business, Indiana University, Bloomington, USA and Jing Li, Faculty of Business Administration, Simon Fraser University, Canada, 2005

"National Organizing Principles of Work and the Erstwhile Dominance of the American Multinational Corporation," Industrial and Corporate Change, 1992, 1:285-326.

"Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology," (with U. Zander), Organization Science, 1992, 3:383-97 ; reprinted in Resources, Firms, and Strategies. A Reader in the Resource-based Perspective, ed. N. Foss: Oxford University Press.

"Country Capabilities and the Permeability of Borders," Strategic Management Journal, 1991, 12: 33-47.

"Technological Capabilities and Japanese Foreign Direct Investment in the United States," (with S.J. Chang), Review of Economics and Statistics, 1991, 73: 401-413 ; reprinted in Technology Transfer and Business Enterprise, edited D.J. Jeremy, Cheltenham, UK: Edward Elgar Publishing, reprinted in Foreign Direct Investment and Technological Change, Vol. 2, edited by John Cantwell: Edward Elgar Publishing.

"Joint Ventures and the Option to Expand and Acquire," Management Science, 1991, 37: 19-33 ; reprinted in International Mergers and Acquisitions, A Reader, Ed. Buckley and Ghauri, London: Thomson Learning, 2002, reprinted in Real Options and International Investment edited by Alan M. Rugman, Kelley School of Business, Indiana University, Bloomington, USA and Jing Li, Faculty of Business Administration, Simon Fraser University, Canada, 2005

"The Stability of Joint Ventures, Reciprocity and Competitive Rivalry," Journal of Industrial Economics, 1989, 38: 183-198 ; reprinted in Cooperative Forms of Transnational Corporation Activity, Volume 13 of the United Nations Library on Transnational Corporations, edited P. Buckley, London/New York: Routledge, 1993; reprinted in Coalitions in International Business, edited G. Jones, Oxford: Edward Elgar Publishing, forthcoming.

"Research Notes and Communications: A Note on Global Strategies," Strategic Management Journal, 1989, 10: 383-389 ; reprinted in International Strategic Management: Challenges and Opportunities, ed. F. R. Root and K. Visudtibhan, Washington, D.C.: Taylor and Francis, 1992.

"The Effect of National Culture on the Choice of Entry Mode," (with H. Singh), Journal of International Business Studies, 1988, 19: 411-432 ; reprinted in The International Library of Management, United Kingdom: Dartmouth House, 1996; reprinted in Strategic Alliances, ed. Paul Beamish, London: Edward Elgar, 1997; reprinted in An Anthology from Journal of International Business, ed. Paul W. Beamish and Xioyue Chen, Beijing: China Machine Press, 2002.

"Joint Ventures: Theoretical and Empirical Perspectives," Strategic Management Journal, 1988, 9: 319-332 ; reprinted in Cooperative Forms of Transnational Corporation Activity, Volume 13 of the United Nations Library on Transnational Corporations, edited P. Buckley, London/New York: Routledge, 1993; reprinted in Strategic Alliances, edited Paul W. Beamish, Edward Elgar Publishing, London.

"A Study of the Life Cycle of Joint Ventures," Management International Review, 1988, 28: 39-52, published also in Cooperative Strategies in International Business, edited F. Contractor and P. Lorange, Lexington, MA: Lexington Press, 1987; reprinted in Multinational Corporations, ed. Mark Casson, London: Edward Elgar, 1990.

"On Designing Contracts to Guarantee Enforceability: Theory and Evidence from East-West Trade," Journal of International Business Studies, 1986, 17: 47-61.

"Designing Global Strategies: Profiting from Operational Flexibility," Sloan Management Review, 1985, 27: 27-38 ; reprinted in Strategic Management of Multinational Corporations: The Essentials, edited H. Wortzel and J. Wortzel, Second Edition, New York: John Wiley and Sons, 1990; reprinted in Transnational Corporations, ed. C. Bartlett and S. Ghoshal, New York: Irwin; reprinted in Readings in International Business, edited R. Aliber, Cambridge: MIT Press, 1992.

"Designing Global Strategies: Comparative and Competitive Value-added Chains," Sloan Management Review, 1985, 26: 15-28 ; reprinted in Strategic Management of Multinational Corporations: The Essentials, edited H. Wortzel and J. Wortzel, Second Edition, New York: John Wiley and Sons, 1990.

"Normative Observations on the International Value-added Chain and Strategic Groups," Journal of International Business Studies, Fall, 1984.

'We just don't speak the same language': Categorizing efficiency in a 100 years of publications in the *International Labor Review* and the *Harvard Business Review*, with Sasha Disko (Deutsches Museum), appearing in *Shifting Categories of Work: Unsettling the Ways We Think About Jobs, Labor, and Activities*, Routledge, forthcoming for 2022 (a project of the Institute of Advanced Study in Berlin).

Alcácer, Juan, Bruce Kogut, Catherine Thomas, and Bernard Yeung. "Geography, Location, and Strategy." In *Geography, Location, and Strategy*, pp. 1-6. Emerald Publishing Limited, 2017.

"Business Groups and Financial Markets as Emergent Phenomena", *The Oxford Handbook of the Sociology of Finance*, Edited by Karin Knorr Cetina and Alex Preda, Oxford, UK: Oxford University Press, 2012.

"Why skewed distributions of pay for executives is the cause of much grief: puzzles and few answers (so far)", with J.S Yang, in *Networks in Social Policy Problems*, ed. Balázs Vedres and Marco Scotti, Cambridge UK: Cambridge University Press, 2012.

"Qualitative Comparative Analysis of Social Science Data" in Glenn Morgan, John L. Campbell, Colin Crouch, Ove Kaj Pedersen, and Richard Whitley, *Oxford Handbook of Comparative Institutional Research*, Oxford: Oxford University Press., 2010.

"Knowledge, Information, Rules, and Structures," in *Dynamics of Knowledge, Corporate Systems and Innovation*, edited by Hiroyuki Itami, Ken Kusunoki, Tsuyoshi Numagami, and Akira Takeishi, Berlin: Springer, 2010.

"An empirical analysis of the new science of networks: An application to the venture capital syndication network" (with Mariano Belinky and Pietro Urso), in *Coping with Complexity: Understanding and Managing Complex Agent-Based Dynamic Networks*, (Editors: Felix Reed-Tsochas, Janet Efstathiou, Neil Johnson); London: World Scientific, 2008.

"The decision to privatize: Economists and the construction of ideas and policies" with M. MacPherson,. In: Simmons BA, Dobbin F, Garrett G (eds), *The Global Diffusion of Democracy and Markets*, New York: Cambridge University Press, 2008

"Transition Economies," (with Andrew Spicer) in J. Beckert and M. Zafirovski (Eds.), *International Encyclopedia of Economic Sociology*, 2005.

"Direct Investment and Corporate Governance: Will Multinational Corporations 'Tip' Countries Towards Institutional Change?" (with J. M. Macpherson), and "Introduction": (with Peter Cornelius), *Corporate Governance and Capital Flows in a Global Economy*, eds. Peter Cornelius and Bruce Kogut, New York: Oxford University Press.

"Hamel, Gary (1954-) and Prahalad, C.K. (1941-)," *International Encyclopedia of Business and Management*, 2nd Edition, ed. Malcolm Warner, London: Thomson Learning, 2001.

"Strategy, Heuristics, and Real Options," (with N. Kulatilaka), *Handbook on Strategy*, ed. David Faulkner and Andrew Campbell, Oxford: Oxford University Press, forthcoming 2002.

"The Transatlantic Exchange of Ideas and Practices: National Institutions and Diffusion," *A New American Challenge and the Organization of Transatlantic Learning*, ed. Frederique Sachwald, Institut Francais des Relations Internationales, Paris, 2001.

"International Management and Strategy," *Handbook of Strategy and Management*, ed. by A. Pettigrew, H. Thomas, and R. Whittington, 2002.

"The Facts, Neil Said, Nothing but the Facts...Whose Facts? Answered David," *Advances in Strategic Management*, ed. Joel Baum and Frank Dobbin, 2000.

"Methodological Contributions in International Business and the Direction of Academic Research Activity," Oxford Handbook of International Business, eds. Tom Brewer and Alan Rugman, 2001.

"Multinational Corporations," International Encyclopedia of the Social and Behavioral Sciences, ed. N. J. Smelser and Paul B. Baltes, pp 10197-10204, Oxford: Pergamon.

"Globalization," (with M. Gittelman), in The Handbook of International Business, Ed. Rosalie Tung, London: International Thompson Business Press, 1998; Reprinted 1999; Updated 2000 and published in International Encyclopedia of Business and Management, 2nd edition, Ed. Malcolm Warner; London: Thomson Learning.

"Identity, Procedural Knowledge, and Institutions: Functional and Historical Explanations for Institutional Change", in Ökonomische Leistungsfähigkeit und institutionelle Innovation. Das deutsche Produktions- und Politikregime im internationalen Wettbewerb, Eds. Naschold, Frieder, David Soskice, Bob Hancké & Ulrich Jürgens, WZB-Jahrbuch 1997 (Berlin: Sigma).

"Comments," in Europe's Economy Looks East. Implications for Germany and the European Union, Ed. Stanley Black, Cambridge: Cambridge University Press, 1997.

"Foreign Direct Investment, Experimentation, and Governance in Transition Economies," in Corporate Governance in Central and Eastern Europe, Eds. C. Gray, R. Frydman, and A. Rapaczynski, World Bank, 1995.

"Comments on the Papers by Professors Wakasuji and Weinstein," in Foreign Direct Investment in Japan: Why So Little? Ed. M. Yoshitomi, London: Routledge, 1996.

"A Comment," comment on chapter by Hideki Yamawaki "Patterns of Entry of Japanese Multinationals into US and European Manufacturing Industries," in Japanese Direct Investment in a Unifying Europe: Impacts on Japan and the European Community, Eds. D. Encarnation and M. Mason, 1994.

"How Control Systems Can Support Flexibility," (with C. Ittner), in Redesigning the Firm, Eds. Edward Bowman and Bruce Kogut, New York: Oxford University Press, 1995.

"An Evolutionary Perspective on the Multinational Corporation," International Business Inquiry: An Emerging Vision, Eds. Doug Nigh and Brian Toyne, Columbus, SC: USC Press, 1995.

"An Evolutionary Perspective on the NAFTA," in Multinationals In North America, Ed. Lorraine Eden, Calgary: University of Calgary Press, 1994.

"Platform Technologies and National Industrial Networks," (with G. Walker and D.J. Kim), in Technology Strategies in International Markets, Ed. J. Hagedoorn, London: Routledge.

"The Make or Cooperate Decision in the Context of an Industry Network," (with Weijian Shan and Gordon Walker), in Network Organizations, Eds. Robert Eccles and Nitin Nohria, Cambridge, MA: Harvard Business School Press, 1992.

"Knowledge of the Network and the Network as Knowledge," (with W.J. Shan and G. Walker), in The Embedded Firm: On the Socioeconomics of Industrial Networks, Ed. Gernot Grabher, London: Routledge, 1992.

"The Diffusion of American Organizing Principles to Europe," (with D. Parkinson), in Country Competitiveness: Technology and the Organizing of Work, Ed. B. Kogut, Oxford: Oxford University Press, 1993.

"National Specificities and the Context of Change: The Co-evolution of Organization and Technology," (with G. Dosi), in Country Competitiveness: Technology and the Organizing of Work, Ed. B. Kogut, Oxford: Oxford University Press, 1993.

"The Importance of Being Inert: Country Imprinting and International Competition," in Organization Theory and the Multinational Corporation, Eds. S. Ghoshal and E. Westney, New York: MacMillan, 1992.

"The Permeability of Borders and the Speed of Learning among Countries," in Globalization of Firms and the Competitiveness of Nations, Eds. J.H. Dunning, B. Kogut and M. Blomstrom, Lund University Press, 1991.

"Some Comments on Joint Ventures and Their Prospects in the Soviet Union," Managing the Globalization of Business, Eds. Donald Lessard and Christiano Antonelli, STOA, Naples: Editoriale Scientifica, 1990.

"International Sequential Advantages and Network Flexibility," in Managing the Global Firm, Eds. C. Bartlett, Y. Doz, and G. Hedlund, 1989.

"Entering the United States by Joint Ventures: Competitive Rivalry and Industry Structure," (with H. Singh) in Cooperative Strategies in International Business, Eds. F. Contractor and P. Lorange, Lexington, MA: Lexington Press, 1988.

"Country Patterns in International Competition: Appropriability and Oligopolistic Agreement," in Strategies in Global Competition, Eds. N. Hood and J.E. Vahlne, New York: Wiley, 1987.

"Steel and the European Communities," in European Approaches to International Management, Eds. W. Staehle and K. Marcharzina, Berlin: De Gruyter, 1985.

"Foreign Direct Investment as a Sequential Process," selected conference paper in The Multinational Corporation in the 1980's, Eds. C. P. Kindleberger and D. Audretsch, MIT Press, 1983; reprinted in International Financial Management, Ed. D. Lessard, New York: John Wiley, 1984; reprinted in The International Political Economy of Direct Investment, Eds. B. Gomes-Cassares and D. Yoffie, Cheltenham, U.K.: Edgar Elgar; reprinted in The Internationalization of the Firm, Eds. P. Buckley and P. Ghauri, London: Academic Press/Harcourt Brace Jovanovich, 1993.

Book Reviews

"Economic Sociology as the New Dismal Science," *Administrative Science Quarterly*, 2017, Volume: 62 issue: 1, page(s): NP1-NP5, 2017. Gerald F. Davis: The Vanishing American Corporation: Navigating the Hazards of a New Economy, and Yuval Levin: The Fractured Republic: Renewing America's Social Contract in the Age of Individualism."

"Corporate governance reform: A cri de coeur for two decades," *French Politics* (2011) **9**, 404–412.

Public Law and Private Power: The Comparative Political Economy of Corporate Governance Reform in the Age of Finance Capitalism, Cioffi John;

Quiet Politics and Business Power: Corporate Control in Europe and Japan. Culpepper Pepper D.;

Contingent Capital: Short-term Investors and the Evolution of Corporate Governance in France and Germany. Goyer Michel.

Seeing like a State, by James Scott, reviewed in Le Libellio, 'De l'échec des bonnes intentions étatiques' (in English), 2006.

European Integration, 1950-2003: Superstate or New Market Economy? by John Gillingham. Cambridge University Press, *Business History Review*, 2006.

Japan's Economic Recovery. Commercial Policy, Monetary Policy, and Corporate Governance, edited by Robert Stern, reviewed in Journal of Economic Literature, 2005.

The history of foreign investment in the United States, 1914-1945, Harvard University Press by Mira Wilkins, Journal of Economic History, 65: 270-274 March 2005,

The Globalizing Learning Economy, Daniel Archibugi and Bengt-Åke Lundvall, eds., 2001, Oxford: Oxford University Press. And Varieties of Capitalism: The Institutional Foundations of Comparative Advantage, Peter Hall and David Soskice, 2001, Oxford: Oxford University Press., Administrative Science Quarterly.

Economic Organization and Economic Knowledge: Essays in Honour of Brian J. Loasby, vol 1.; Contingency, Complexity and the Theory of the Firm: Essays in Honour of Brian J. Loasby, vol 2. by SC Dow and PE Earl, Economic Journal, 112 (480): F361-F362; 2002. Economic Journal, 112 (480): F360-F362; 2002.

Digital Capitalism: Networking the Global Market System, by Dan Schiller, Business History, 2000.

Le Nouvel Esprit du Capitalisme, by Luc Boltanski and Eve Chiapello, "Making Networks Accountable," French Politics, Culture & Society, Fall 2000.

The Myth of the Global Corporation, by Paul Doremus, et al, Harvard Business Review, 1999.

Foreign Direct Investment, Ed. Kenneth Froot, Journal of Economic Literature, 33: 227-228, 1995.

The Nature of the Firm, Eds. O.E. Williamson and Sidney Winter, Administrative Science Quarterly, 1993.

Managing the Internationalization Process: The Swedish Case, by Mats Forsgren, Organization Studies, 1993.

Japanese Participation in British Industry, by John Dunning, Journal of International Business Studies, 1989.

Competition in Global Industries, Ed. Michael Porter, Sloan Management Review, 1987.

European Industry: Public Policy and Corporate Strategy, by Alexis Jacquemin, Journal of International Business Studies, 1986.

Global Strategic Management, by William Davidson, Journal of International Business Studies, Fall 1984.

The Management of Political Risk, by Stephen Kobrin, Sloan Management Review, Summer 1983.

Educational Cases

"Ethereum and the DAO: Fixing the Governance Hole", 2021

"Waiting for Godot: Vaccines and the Pandemic of 2020", with F. Dell'Acqua, 2020.

"Amazon HQ2 and New York City: Alms for the Poor or Engine of Social Progress" with F. Dell'Acqua, 2020.

"Chancellor Angela Merkel, McKinsey, and 1.1 Million Refugees", with F. Dell'Acqua, 2019.

"What Drives Musk?" with F. Dell'Acqua, 2020

"Etsy: Social Values and Financial Discipline?" 2019.

"Note on corporate and global scope, with J. Kim, 2012.

"Eli Lilly: A Strategy for Developing Countries" w. J. Kim.

"GM 2.0. What Happened? What Happens Next?" w. J. Kim.

"GM: Captive Finance" w. Trevor Harris.

"Apple". With J. Kim.

"Class note for core strategy", w. Stephan Meier and F. Oberholzer-Gee.

"Eli Lilly Multi-Drug Resistant Tuberculosis Partnership", with Hans Wahl, INSEAD case, 2007.

"The European Middle and High School and the Hypotheken-Investment GmbH: When Non-Profits and Profits Had a Meeting of Minds", INSEAD case, 2004.

Honeywell Ericsson Development Company (with Dag Rolander), 1984.

Non-academic Publications

"Economists Aren't As Nonpartisan As We Think", with Zubin Jelveh and Suresh Naidu, on-line publication: 538, December 2014.

"Interview: Understanding Cultural and Social Forces is Crucial to Improving Corporate Governance ", International Finance Corporation (IMF-World Bank), in Corporate Governance, 2012.

"Tim Cook's Leadership Opportunity: Painting the Apple Green", (with J. Kim), Wired, 2012.

"How Social Entrepreneurs Heal The World's Wounds", (with K. Jedidi), Forbes, 2010.

"How To Prepare For Financial Meltdowns", (with Patrick Bolton and Tano Santos), Forbes.com, 2009.

"Bail Out Credit Markets, Not Auto Industry Managers", Forbes.com, 2008.

"Soft regulations, not rules. Hard Law and Jail are no substitutes for proper boardroom and shareholder monitoring of managers", in World Business, October 2006, 13.

"Le logiciel libre et la nouvelle géographie de l'innovation", (with A. Metiu), Les Echos, June 2006

Interview "L'avis de l'administrateur d'une PME indienne", in Business Digest, March 2006.

Editor, Foresight, Vol. 2. Accountability in research: Who's accountable? To whom? Are we counting the right stuff?, Brussels: EIASM, 2006.

Editor and Founder of Foresight, Vol. 1. "Research and Economic. Growth in Europe: Are. We in Trouble?", Brussels: EIASM, 2005.

Letter "When Framing Innovation Policy be sure to remember Companies are not Countries", Financial Times, London. Nov. 2005.

Letter "Civil incivility needed for better governance on campus", Financial Times, March 1, 2006.

"Why Good causes need Governance reform?" Financial Times (special issue - Mastering Corporate Governance). June 2005, pp. 6-8.

"Quand le tiers-monde innovera...". Le Figaro Entreprises, 14 avr. 2003

"The Continuing Impact of Foreign Multinationals on the United States Economy," Market Research Department of Fortune Magazine, 1999.

"International Business: The New Bottom Line (The Frontiers of Knowledge)," Foreign Policy, 110: 152-166, 1998.

"The Largest Foreign Multinationals and Their Contributions to the American Economy," Market Research Department of Fortune Magazine, 1994.

"Two Faces of U.S. Capitalism," *International Economic Insights*, 2: 15-16, 1991.

"Why Joint Ventures Die So Quickly," *Chief Executive*, 51: 70-73, 1989.

"An International Agreement in Steel? Lessons from the European Experience," *The Wharton Annual*, 1985.

Recent Media Appearances:

ABC Nightly News, Bloomberg, John Oliver Show, CNBC, World Focus, PBS, BBC (Auto Industry, Financial Crisis, Governance, Ethics)

Doctoral Thesis Committees:

Juanita Gonzalez-Uribe, "Essays in Venture Capital", finance, Columbia Business School, 2013.

Alicja Reuben, "Essays on the Strategic Discretion of Prosecutors in the Legal System", Management, Columbia Business School. 2013.

Ben Marx, "Essays on Charitable Organizations and Public Policy " Department of Economics, Columbia University, 2013.

Iva Petkova, "Digitizing Luxury Fashion Brands: New vs. Old Entrepreneurial Clashes in Online Fashion Retail and their effect on mature fashion organizations", Department of Sociology, Columbia University, 2013.

Aharon Cohen-Mohler, "Legitimized Unethicality: The Divergence of Norms and Laws in Financial Markets", Columbia Business School, 2012.

Vincent-Antonin Lépinay, "Codes of Finance," Sociology, Columbia University, 2010.

Liliana Doganova, "Faire valoir l'exploration collective. Dynamiques, instruments et résultats des partenariats avec des spin-offs académiques, Président de Jury, Ecole des Mines, Paris, 2010.

Amit Jain, "Memory, Neutrality, and Evolvability of Organizations", (chair) INSEAD, 2009.

Noshua Watson, "Decoupling Isomorphisms: Strategic Responses to Institutional Pressures and Organizational Learning from Performance Feedback in the Case of Corporate Social Responsibility", (chair), 2008.

Umit Ozmel, "Alliances and Corporate Venture Capital," Columbia Business School, 2008.

Fabrice Cavaretta, "Linking Team Diversity to Extreme Organizational Outcomes", (chair) INSEAD, 2008.

Jun Li, University Louis Pasteur, Strasbourg, "La Plateforme Modulaire Socio-Cognitive pour la Création de Connaissance", 2006.

Thierry Burger-Helmchem, Université Louis Pasteur, "La Firme Créatrice d'Options : Essai sur les théories de la firme et des options réelles", 2005.

Duncan Robertson, Saïd Business School, Oxford University, "The Strategy Hypercube: A Dynamic Model for Inter-Firm Competition and the Generation of Profit Landscapes in Turbulent Environments" (examiner), 2005.

Kyung Min Park, Insead, "Dynamics of Convergence and Divergence in Strategy", 2004.

John Muir Macpherson, "Spanning the Global network: Cross-border acquisitions, the MNE and Social

Capital”, (Chair) Wharton School, University of Pennsylvania, 2004.

Corentin Curchod, Ecole Polytechnique "Les stratégies d'intermédiation : élaboration d'un cadre théorique d'analyse à partir de l'étude et de la comparaison de cas", 2003.

Peter Magnusson, "Customer-Driven Product Development. Experiments Involving Common Users in the Design of Mobile Services," Fenix Research Program, Stockholm School of Economics.

Jean-Yves Barbier, "Des Communautés," Ecole Polytechnique, 2003.

Euro Kalevi, "Locational Changes of Headquarters of Multinational Corporations: A Theoretical Study on the Motives and Reasons for Relocating Finnish Divisional Headquarters Abroad", Helsinki School of Economics, 2001.

Pascal Le Masson, "De la R&D à la R.I.D.: modélisation des fonctions de conception et nouvelles organisations de la R&D," Ecole des Mines, Paris, 2002.

Christine Bitouzet, "Le Concept de Communauté: Un Levier Pour Le Developpement du Commerce Electronique?", Ecole Polytechnique, Paris, 2001.

Alberto Sa Vinhas, Marketing, "Dual Distribution Channels in Business-to-Business Marketing: A Transaction Interdependencies, Insead, 2001.

Anca Metiu, Management, "Owning the Code: Engagement and Innovative Work in the Global Software Industry" (Chair), Wharton School, University of Pennsylvania, 2001.

Sylvain Lenfle, Economics, "Comptétition par l'innovation et organisation de la conception dans les industries siderugique," Université Marne la Vallée, 2001.

Michelle Gittelman, Management, "Scientists, Firms and the Institutions That Shape Them: A Comparative Study of Innovation in Biotechnology in the United States and France" (Chair), Wharton School, University of Pennsylvania, 2000.

Jonathan Brookfield, Management, "Localization, Outsourcing, and Supplier Networks: A Study of Taiwan's Machine Tool Industry" (Chair), Wharton School, University of Pennsylvania, 1999.

Céline Abecassis, "Technologies de l'Information et Filière: Dimensions clés et réaux-type à partir du cas de l'habillement," École Polytechnique, 1999.

Andrew Spicer, 1998, Institutions and the Social Construction of Organizational Form: The Development of Russian Mutual Funds, 1992-1997(Chair), Wharton School, University of Pennsylvania.

Jaeyong Song, Management, "Firm Capabilities, Technology Ladders, and Evolution of Japanese Production Networks in East Asia" (Chair), Wharton School, University of Pennsylvania, 1998.

David Brown, Economics, "Three Essays on the Restructuring of Russian Firms," Wharton School, University of Pennsylvania, 1996.

Paul Almeida, Management, "The Localization of Knowledge in the International Semiconductor Industry" (Chair), Wharton School, University of Pennsylvania, 1996.

David Lin, Public Policy and Management, "An Econometric Analysis of Total Factor Productivity in Taiwan," Wharton School, University of Pennsylvania, 1995.

David Kathan, Public Policy and Management, "Real Options in a Regulated Industry," Wharton School, University of Pennsylvania, 1995

Nicolas Mottis, "Coordination, Incitations et Modèles-Types Organisationnels: Le Pilotage de l'Informatique Bancaire," École Polytechnique, 1993.

Sea-Jin Chang, Management, "A Knowledge-based Perspective of Corporate Growth: Entry, Exit, and Economic Performance During 1981-89," Wharton School, University of Pennsylvania, 1992.

Dong-Jae Kim, Management, "Technological Accumulation, Sequential Entry, and Exit of Start-up Companies in the Global Semiconductor Industry" (Chair), Wharton School, University of Pennsylvania, 1992.

Arnd Huchzermeier, Decision Sciences, "Global Multinational Manufacturing Strategy Under Exchange Rate Uncertainty," Wharton School, University of Pennsylvania, 1991.

Paul Olk, Management, "Modeling the Creation of Inter-organizational Relationships: The Formation of Research and Development Consortia," Wharton School, University of Pennsylvania, 1991.

Laura Poppo, Management, "Reputation and Make-buy Decisions in the Automobile Industry," Wharton School, University of Pennsylvania, 1991.

Milind Shrikhande, Finance, "International Markets and Exchange Rates," Wharton School, University of Pennsylvania, 1991.

Kristiaan Helsen, Marketing, "New Developments in Duration Time: Modeling with Applications to Marketing," Wharton School, University of Pennsylvania, 1990.

Kanoknart Visudtibhan, Management, "Strategic Focus and Strategic Intelligence in Multinational Corporations," Wharton School, University of Pennsylvania, 1989.

Nam-Shin Cho, Management, "Organizational Lag, Employment Commitment, and Organizational Performance: Comparative Study of Two Korean Automobile Plants," Wharton School, University of Pennsylvania, 1988.

Joseph Mahoney, Economics, "Organizational Rationalization and Innovation: Vertical Integration and Multidivisional Organization," Wharton School, University of Pennsylvania, 1987.

Current Professional Activities:

Member of: Academy of International Business; American Economic Association, American Sociological Association.

Executive Training Programs/Seminars:

Program director, Social Entrepreneurship and Jewish-Muslim Dialogue, partners Ariane de Rothschild Foundation, Cambridge University, and Columbia University.

Program director and founder of INSEAD Social Entrepreneurship Programme (an educational program for social entrepreneurs) and the program for journalists.

Directed training programs for ANC, South Africa; INTAN, Malaysia; Entrepreneurs, South Africa, Stockholm School of Economics, major corporations; participated in training programs for Wharton, Hebrew University, PriceWaterhouse, and speaking engagements for private corporations and venture capital firms.

Directed public workshops on knowledge, creativity, alliances, internet economy, real options, international strategy, including major public conferences.

Public Addresses / Public Service:

- 2014, "Secret to Growth: On the Acquisition and Diffusion of Knowhow", Global Empowerment Meeting,,Center for International Development, Kennedy School, Harvard University
- 2013 "What Money Can't (and Can) Buy: Can Markets Do Social Good?", Socrates Program, Aspen Institute.
- 2013 "Microfinance and Productivity," IFMR, Chennai.
- 2013 "Celebrating 25 Years of Kogut and Singh's 'The Effect of National Culture on the Choice of Entry Mode'", Academy of International Business, Istanbul, Turkey.
- 2008 Keynote Address, "Les trois défis de la nouvelle génération des entrepreneurs sociaux", Une grande journée de formation interactive pour des entrepreneurs sociaux, US Embassy, Paris, France ; English version : <http://www4.gsb.columbia.edu/publicoffering/post/5162/A+Better+Way+to+Finance+Social+Enterprise>
- 2007, Keynote Address, International Symposium on Dynamics of Knowledge, Corporate System and Innovation, organized by Hitotsubashi University.
- 2007 Keynote Address, "Complexity and Management", "The management of complexity, the complexity of management", Reggio, Italy.
- 2006 Keynote address, Schumpeter Society Conference, "Religion as a Social Innovation"
- 2005 EIASM Foresight Conference, organised by Bruce Kogut and EIASM in Brussels. Introduction/paper presented: "Accountability in research"
- 2005 Keynote at 'EURAM' conference – TUM Business School, Munich, Germany, May 4-7, « Predicting the past to analyse the Future »
- 2005 Keynote at the Annual Conference on Corporate Strategy (ACCS) - March, 11th-12th in the WHI in Vallendar/Germany. "Generating Rules and the Emergence of Structure"
- 2005 Co-Organizer, United Nations, Economic Commission for Europe, Geneva, "Corporate Governance Trends and issues in the UNECE Region" –February
- 2004 Discussant to the conference « Quelles options pour l'évolution du système français d'innovation ? » Enseignements des expériences étrangères, Réseaux Mondiaux de Connaissance et systèmes d'innovation : le cas des Etats-Unis - octobre 2004 - 'Institut Français des Relations Internationales (IFRI)
- 2004 Keynote at "Dynamic capabilities", ISUFI (Istituto Superiore Universitario di Formazione Interdisciplinare), Ostuni (Italy) 8-10 July 2004.
- 2003 Keynote, Les Stratégies Concurrentielles : nouvelles approches, nouveaux enjeux. Marne La Vallée (France) November 4.
- 2003 Jena Lecture "Generative Rules and Simulations," Max Planck Institute Jena, October 29.
- 2003 Keynote, University of Bologna, October 24
- 2003 World Economic Forum, Davos, Presenter and organizer Corporate Governance Track, January.
- 2002 World Bank, project evaluating privatization and public sector reform in transition economies.

- 2002 Keynote, LINKS, Copenhagen, Denmark, November 1.
- 2002 New Challenges for Senior Leadership Enhancement for Improved Public Management in a Globalizing World, United Nations/IASIA Expert Group Meeting, 19 -20 September UNSC - Turin, Italy
- 2002 Keynote, Second International Conference on International Business in Transition Economies, Lithuania.
- 2002 Address, Parliamentary Meeting, Forum for the Knowledge-Based Economy, Lithuania
- 2001 Keynote, Multinational Enterprises. Critical Success Factors in Software Development, Insead-Singapore Management University-Wharton conference, Singapore
- 2001 Address, Carnegie Bosch Institute, Berlin
- 2001 Keynote Address, Spanish Academy of Management, Zaragoza, Spain.
- 2001 Keynote Address, Association for Human Resource Management in International Organisations (AHRMIO), United Nations, Paris, France.
- 2000 Keynote Address, Society of Competitive Intelligence Professionals conference, Atlanta, Georgia.
- 1999 Participant in colloquium on "Organizations and the Future," National Endowment for the Arts
- 1995 Address, "Direct Investment and Foreign Firms," Caucus of the U.S. Congress, Washington, D.C.
- 1994 Address, "Entry into Foreign Markets," Business Roundtable, University of Alberta, Edmonton.
- 1994 Background paper on direct investment and corporate governance in Eastern Europe for World Bank.
- 1994 Background paper on international comparisons of work practices for Commission on Worker-Management Relations, U.S. Government.
- 1993 Background paper on NAFTA for conference of Industry Canada and Government of Canada.
- 1993 Participant in meeting on "Big Emerging Markets," Department of Commerce, U.S. Government.
- 1992 Participant in meetings on "Global 2000," Center for Strategic and International Studies, Washington, D.C.
- 1992 Address, "Alliances in High Technology Industries," Industrial Biotechnology Association meeting, Turnberry Isle, Florida.
- 1991 Address, "Foreign Direct Investment in a Changing World Economy," Center on Transnational Corporations Seminar for United Nations.
- 1991 Address, "Globalization and Diversity: Managing in a Changing World," Seventh Annual Texas Conference on Organizations, Austin, Texas.
- 1991 External expert on project on "Cultural Effects on Innovation," Academy of Sciences in Berlin.
- 1988 Address, "Some Comments on the Longevity of Joint Ventures and Their Use in the Soviet Union," Managing the Globalization of Business, Joint Conference of MIT-IRI, Capri, Italy.
- 1988 Address, "International Network Flexibility," The 1988 Top Management Forum, Management Centre Europe, Paris.
- 1987 Address, "International Sourcing Strategies," Digital Equipment Corporation, Hyannis.

- 1987 Address, "International Marketing Strategy in a Changing World Economy," annual meeting of the International Trade Institute, Kansas State University.
- 1987 Participant in meetings of "Industrial Base Initiative Workshop," Department of Defense.
- 1986 Address, "International Cooperative Ventures," Council on Foreign Relations, New York
- 1986 Address, "Corporate Strategy and the Value Chain," annual meeting of the Planning Forum of Network Services Division, Bell Atlantic, Hot Springs, VA.
- 1983 Address, "Strategic Management in the European Steel Industry," annual meeting of the American Iron and Steel Institute, The Wharton School.

Other

Member: American Sociological Association, American Economic Association, Academy of Management.

Boards/Advisory:

Previous member of Advisory Boards: for Chief Economist, European Bank for Reconstruction and Development (UK); IFMR (India), Wissenschaftskolleg Berlin (Institute for Advanced Study), i3 (Institut Interdisciplinaire de l'Innovation) Paris; Journeys for Change (non-profit, India)

Previously member of the board/steering committee for the International School of Paris, academic board Skolkovo School of Management (Russia), Skema (France), and the Advanced Institute of Management (ESRC, UK), and 3i Infotech (public company), India

Currently, Institut Polytechnique de Paris.

Outside Activities: ISAP, France, non-profit, non-remunerative.