

## **SRILATA “SRI” ZAHEER**

*Dean and Elmer L. Andersen Chair in Global CSR,*

*Carlson School of Management, University of Minnesota, 321 19<sup>th</sup> Ave, S. Minneapolis, MN 55455*

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### **ACADEMIC EXPERIENCE**

- **Dean and Elmer L. Andersen Chair in Global CSR, Carlson School of Management, Univ of Minnesota (2012- )**  
As head of a top-tier public business school, responsible for leading overall strategy, finances, programs, research, and operations, with ~4,500 students, 150 faculty and a budget of ~\$130 million. Manage relationships with external and internal stakeholders including the board, business community, media and alumni. Led a strategic diversification into new programs in business analytics, supply chain management, finance, and new partnerships with Tsinghua University in Beijing and Tongji University in Shanghai, as well as online programs. Increased faculty support to fund 45 endowed chairs and professorships at the school, which has led to our faculty being ranked 11<sup>th</sup> in the world for Management in the Shanghai rankings and 13<sup>th</sup> in the world in the UT Dallas rankings of business school faculty. Launched an initiative to recruit veterans to the school, supported by philanthropy, which has led to the Carlson School being named the #1 military-friendly graduate business school in the US. Led several cross-collegiate initiatives including setting up the Toaster, an incubation lab for students across the University. Have grown the MNCup (“Minnesota Cup”) into the largest statewide new venture competition in the US, making the Carlson School the center of the entrepreneurial ecosystem in the state. Created pipeline programs and partnerships with community colleges to bring in diverse and first generation students into the school, and currently raising funding to launch a Center for DEI in Business. Met Carlson School’s fundraising goals for the University’s \$4 billion capital campaign two years ahead of schedule, and on track to exceed our goal by 33%.
- Career at the Carlson School of Management, University of Minnesota, 1991-present
  - Dean (2012-present), Interim Dean (2011-12)
  - Associate Dean for Faculty and Research (2007-11)
  - Department Chair, Strategic Management and Organization (2005-2007)
  - Co-Director, Center for Integrative Leadership, University of Minnesota (2010-2011)
  - Professor (2002- present), Associate Professor (1998-2002)
  - Assistant Professor (1992-98), Teaching Specialist (1991-92)
- Rivers State University of Science and Technology, Nigeria, Lecturer (1981-84)
- Executive Education: NYU-HEC-LSE TRIUM Global Executive MBA, Brazil; Warsaw School of Economics, Executive MBA, Poland; Sun-Yat-Sen University, Guangzhou, Executive MBA, China; Shanghai Jiaotong University, Executive MBA, China; Indian School of Business, Executive Education, Hyderabad, India

### **EDUCATION**

- Ph.D. 1992. International Management. *Sloan School, Massachusetts Institute of Technology*, Cambridge, MA
- PGDBA (MBA). 1975. Finance and Control. *Indian Institute of Management*, Ahmedabad, India
- B.Sc. 1973. Physics. *Women’s Christian College*, Madras University, India
- Corporate Directors Certificate, 2020. *Harvard Business School*, Cambridge, MA
- *Financial Times* Non-Executive Director Program, London, 2018

### **CURRENT and PAST BOARD POSITIONS**

- Chair (2020- ) and Board member (2017- ), Federal Reserve Bank of Minneapolis  
As Chair and Class C Director, serve on its Executive Committee and its Nominating and Governance committee. Previously served on its its Budget Evaluation and Risk Committee and on the Audit Committee, Named “Outstanding Director” in 2020 by *Twin Cities Business* for service on FRB board.
- Hamilton College, NY, Charter Trustee (2019-present)
- Graduate Management Admission Council (2016-2020). Chair, Nominating and Governance
- Greater Twin Cities United Way (2016-2018). Finance and HR Committees
- The Guthrie Theater (2014-2016). Nominating and Governance Committee
- Destination Medical Center Economic Development Agency, Mayo Clinic (2013-15)

## INDUSTRY EXPERIENCE

- Founding partner, *Strategy Research International, LLC* (Consulting firm), MN, USA (1998- )
- Correspondent, *Business International*, Geneva (now part of the *Economist Intelligence Unit*), reporting on the economy and business in India and Nigeria (1981-86)
- Internal Auditor, *Sandoz (India) Ltd.* (Swiss Pharma and Agro multinational, now Novartis), India (1977-81)
- Assistant Financial Controller, *Mackinnon Mackenzie* (Shipping, Subsidiary of P&O - UK), Bombay (1976-77)
- Systems Analyst, *Tata Consultancy Services* (Software) Bombay, India (1975-76)

## HONORS AND AWARDS

### **Academic Honors and Awards**

- *PWC 'Strategy&' Eminent Scholar*, Academy of Management International Management Division, 2018. For lifetime achievement as a thought-leader; over 40 publications and 15,000 citations on Google Scholar.
- *Fellow*, Academy of International Business, elected, 2007
- Named to *Elmer L. Andersen Chair in Global Corporate Social Responsibility*, Carlson School of Management, University of Minnesota (2008-)
- *Senior Fellow*, Wharton Financial Institutions Center, University of Pennsylvania 1994-96
- *Reviewing Editor*, *Journal of International Business Studies*, 2007-2009; Consulting Editor 2010-11
- *Division Chair* 2002; *Program chair* 2000, Academy of Management International Management Division
- Member, Founding International Academic Council, Indian School of Business, Hyderabad, India – a business school set up by McKinsey Consultants, Kellogg and Wharton (1998-99).
- *National Science Foundation grant* to study Knowledge Creation and Transfer (with R. Schroeder, K. Linderman, and C. Liedtke), 2000.
- Paper on “*Time Scales and Organization Theory*” (with S. Albert and A. Zaheer) chosen as one of three best papers in *Academy of Management Review*, 1999.
- *Andrew Van de Ven Research Award* in recognition of outstanding research, Strategic Management Department, Carlson School of Management, 1999.
- *Eldridge Haynes Award for the best interdisciplinary work in international business* from the Academy of International Business, Boston, 1994
- *Barry M. Richman Best Dissertation Award* for work on global currency trading from *the Academy of Management*, International Management Division, Las Vegas, 1992
- *Richard N. Farmer Best Dissertation Award* from the Academy of International Business, Brussels, 1992

### **Business/Community Honors and Awards**

- *Outstanding Director*, Twin Cities Business, October 2020
- *TCB100: The people to know in 2020 – Titan*, Twin Cities Business, December 2019
- *Women of Distinction Honoree*, 2019, Girl Scouts of River Valleys
- *Business Hall of Fame Laureate*, 2018, Junior Achievement of the Upper Midwest
- *Top 20 Women in Business*, 2013, Minneapolis-St. Paul Business Journal
- *Wall Street Journal* named Sri Zaheer a “Shining Star” among business school deans, August 2, 2012

## PUBLICATIONS

- M. S. Schomaker and S. Zaheer (2014), “The Role of Language in Knowledge Transfer to Geographically Dispersed Manufacturing Operations,” *Journal of International Management*, 20(1):55-72.
- R. Evaristo and S. Zaheer, (2014), “Making the Most of your Firm’s Capabilities,” *Business Horizons*,
- R. Evaristo and S. Zaheer, (2012), “Reducing Cognitive Bias in Assessing Combination Potential in M&As,” in S. Finkelstein and C. L. Cooper (eds.) *Advances in Mergers and Acquisitions*, 11:123-137, Emerald, UK.
- A. Lamin and S. Zaheer (2012), “Wall Street versus Main Street: Firm Strategies for defending legitimacy and their impact on different stakeholders,” *Organization Science*, 23 (1): 47-66.
- S. Zaheer, M. Schomaker and L. Nachum (2012), “Distance without Direction: Restoring credibility to a much-loved construct,” *Journal of International Business Studies*, 43(1): 18-27.
- S. Zaheer and L. Nachum (2011), “Sense of Place: From location resources to MNE locational capital”, inaugural issue of *Global Strategy Journal*, 1: 96-108.

- J. Yu and S. Zaheer (2010), "Building a Process Model of Local Adaptation of Practices: A Study of Six Sigma Implementation in Korean and US firms" *Journal of International Business Studies*, 41 (3):475-499.
- P. Dastidar and S. Zaheer, (2010) "Dealing with information asymmetry in cross-border acquisitions," *Academy of Management Best Papers Proceedings*.
- S. Zaheer, A. Lamin and M. Subramani (2009) "Cluster capabilities or ethnic ties? Location choice by foreign and domestic entrants in the services offshoring industry in India", *Journal of International Business Studies* 40(6): 944-968.
- L. Nachum, S. Zaheer and S. Gross (2008) "Does it Matter Where Countries Are? Proximity to knowledge, markets and resources and MNE location choices," *Management Science*, 54(7):1252-1265.
- S. Zaheer and A. Zaheer (2006) "Trust Across Borders," *Journal of International Business Studies*, 37(1): 21-29. (Reprinted in J. A. Krug and J. D. Daniels (2007), *Multinational Enterprise Theory, Volume 1: The Multinational Enterprise*, Sage Publications.)
- N. Balasubramaniam, S. Ethiraj, R. Littrell, S. Manikutty, S. Morris, D.V.R. Seshadri, J. R. Varma, S. Zaheer (2006) "Corporation and its Shareholders: What should B-Schools Teach?," colloquium paper, *Vikalpa*, Journal of the Indian Institute of Management, Ahmedabad, 31(2):99-130.
- L. Nachum and S. Zaheer (2005) "The Persistence of Distance? The Impact of Technology on MNE Motivations for Foreign Investment," *Strategic Management Journal*, 26(8): 747-768.
- K. Linderman, R. Schroeder, S. Zaheer, C. Liedtke and A. Choo (2004), "Integrating Quality Management Practices with Knowledge Creation Processes," *Journal of Operations Management* 22: 589-607.
- S. Zaheer and M. Schomaker (2004) "Who is taking Over? Identity and Power in International Mergers and Acquisitions," in Michael A. Trick (Editor), *Global Corporate Evolution: Looking Inward or Looking Outward?*, Carnegie-Bosch Institute International Management Series, Pittsburgh, PA: CMU Press.
- T. Madsen, E. Mosakowski and S. Zaheer (2003), "Knowledge Retention and Personnel Mobility: The Nondisruptive Effects of Inflows of Experience," *Organization Science*, 14(2): 173-191.
- S. Zaheer, M. S. Schomaker and M. E. Genc, (2003) "Identity versus Culture in Mergers of Equals", (2003), *European Management Journal*, 21(2): 185-191.
- S. Zaheer and R. Rajan, (2003), "Creativity under Constraint: Technological Imprinting and the Migration of Indian Business to the New Economy", In Bruce Kogut (Ed.), *The Global Internet Economy*, Cambridge, MA: MIT Press.
- K. Linderman, R. Schroeder, S. Zaheer and A. Choo (2003), "Six Sigma: A goal theoretic perspective", *Journal of Operations Management*, 21(2): 193-203.
- S. Zaheer (2002), "The liability of foreignness, redux: a commentary", special issue on "The Liability of Foreignness", *Journal of International Management*, 8(3): 351-358.
- S. Zaheer (2002), "A big tent on an island – building bridges and community in international management research," M. Hitt and J. Cheng (Eds.), *Advances in International Management*, 14:69-81.
- T. Madsen, E. Mosakowski and S. Zaheer (2002), "The dynamics of knowledge flows: human capital mobility, knowledge retention and change", *Journal of Knowledge Management*, 6(2):164-176.
- S. Zaheer and A. Zaheer, (2001) "Market Microstructure in a Global B2B Network", *Strategic Management Journal*, 22(9): 859-874. (An early version appeared in 1997 in the *Academy of Management Best Papers Proceedings* as "Firm Rivalry and the Network Structure of Global Competition").
- S. Zaheer and S. Manrakhan, (2001), "Concentration and Dispersion in Global Industries: Remote Electronic Access and the Location of Economic Activities", *Journal of International Business Studies*, 32(4): 667-686.
- E. Westney and S. Zaheer (2001), "The Multinational Enterprise as an Organization," in Alan Rugman (Ed.), *The Oxford Handbook of International Business*, 349-379.
- S. Zaheer, (2000), "Acceptable Risk: A Study of Global Currency Trading Rooms in the US and Japan", in Zenios, S. & P. Harker (Eds.), *The Performance of Financial Institutions*, Cambridge University Press, Ch. 15, 462-295.
- S. Zaheer (2000), "Time-zone economies and managerial work in a global world" in P. C. Earley and H. Singh (eds.), *Innovations in International and Cross-Cultural Management*, Thousand Oaks, CA: Sage, Ch. 12, 339-353.
- D. Rulke, S. Zaheer and M. Anderson, (2000) "Sources of Managers' Knowledge of Organizational Capabilities", *Organizational Behavior and Human Decision Processes*, 82(1):134-149.

- D. Rulke and S. Zaheer, (2000), "Shared and unshared transactive knowledge in complex organizations: An exploratory study", in Shapira, Z. and T. Lant (Eds.), *Managerial and Organizational Cognition*, Lawrence Erlbaum, 83-100.
- S. Zaheer, S. Albert and A. Zaheer (2000) "The Importance of Time Scales", *Trends in Organizational Behavior*, Special Issue edited by C. Cooper and D. Rousseau *Time in Organizational Behavior*, 7:1-11.
- S. Zaheer, S. Albert and A. Zaheer, (1999), "Time-scales and organizational theory", *Academy of Management Review*, 24 (4):725-741. *Chosen as one of the three best papers in the Academy of Management Review, 1999.*
- E. Mosakowski and S. Zaheer, (1999), "The Global Configuration of a Speculative Trading Operation: An Empirical Study of Foreign Exchange Trading", *Organization Science*, 10(4): 401-423.
- T. Kostova and S. Zaheer, (1999). "Organizational Legitimacy under Conditions of Complexity: The case of the Multinational Enterprise", *Academy of Management Review*, 24(1):64-81.
- T. Madsen, E. Mosakowski and S. Zaheer, (1999), "Static and Dynamic Variation and Firm Outcomes", in J. Baum and W. Mckelvey (eds.), *Variations in Organization Science: In Honor of Donald T. Campbell*, Sage Publications, 213-236.
- A. Zaheer and S. Zaheer (1997). "Catching the Wave: Alertness, Responsiveness and Market Influence in Global Electronic Networks," *Management Science*, 43(11), 1493-1509.  
(An early version appeared in 1995 in the *Academy of Management Best Papers Proceedings* as "Riding the Wave: Alertness, Responsiveness and Market Influence in Global Electronic Networks").
- S. Zaheer and E. Mosakowski (1997). "The Dynamics of the Liability of Foreignness," *Strategic Management Journal*, 18(6): 439-464.
- S. Zaheer and A. Zaheer (1997a). "Country Effects on Information-Seeking in Global Electronic Networks," *Journal of International Business Studies*, 28(1): 77-100.
- D. R. Lessard and S. Zaheer (1996). "Breaking the Silos: Distributed Knowledge and Strategic Responses to Volatile Exchange Rates," *Strategic Management Journal*, 17(7): 513-534.
- S. Zaheer (1995a). "Overcoming the Liability of Foreignness," *Academy of Management Journal*, 38(2):341-363
- S. Zaheer (1995b). "Circadian Rhythms: The effects of global market integration in the currency trading industry," *Journal of International Business Studies*, 26 (4): 699-728.

#### **WORKING PAPERS**

- P. Kumar, S. Deodhar and S. Zaheer, "Digital Liabilities of Foreignness in Upstream Creative Contests" under second review at *Journal of International Business Studies*.
- M. Schomaker and S. Zaheer, Language- and Culture-Based Bias in Peer Evaluations in Multinational Teams
- P. Kumar and S. Zaheer, "Does it Exist? Does it Not? The Liability of Foreignness in Patenting," (under review at *Journal of International Business Studies*)
- S. Rogbeer, S. Zaheer & A. Zaheer, "Network as Curator: A Behavioral Approach to Innovation from Alliances"
- P. Dastidar and S. Zaheer, "Dealing with Information Asymmetry and Complexity in Cross-Border Acquisitions"
- L. Garber, S. Zaheer and B. Ambos, "Knowledge and the duality of power in nested organizations: A study of subunit autonomy and strategic influence in the multinational enterprise"
- S. Zaheer & T. Kostova, "Managing Legitimacy through Separation and Alignment".

#### **Ph.D DISSERTATION COMMITTEES**

- Pankaj Kumar (Reader), (PhD 2018).
- Isil Yavuz (Co-Advisor), (PhD 2011).
- Exequiel Hernandez (Chair), (PhD 2011).
- Lisa Gaerber (Thesis Co-Advisor), Vienna University of Business and Economics, (PhD 2009). Winner, *Academy of Management Best Dissertation Award*; Winner, *Gunnar Hedlund Dissertation Award*.
- Jesper Edman (Faculty Thesis Opponent), Stockholm School of Economics, PhD 2009, Winner, *Academy of International Business Best Dissertation Award*.
- Jisun Yu (Thesis Advisor), PhD 2007.
- Miguel Ramos (Reader), PhD 2007.
- Anna Lamin (Thesis Advisor), PhD 2007, Finalist, *Richard Farmer Best Dissertation Award from the*

*Academy of International Business.*

- Mary Maloney (Thesis Co-Advisor), PhD 2007.
- Shalini Manrakhan (Thesis Advisor), PhD 2006.
- Margaret Schomaker (Thesis Advisor), PhD 2006 (Finalist, *Richard Farmer Best Dissertation Award from the Academy of International Business*)
- Mehmet Genc (Thesis Advisor), Ph.D. 2005.
- Bongman Seo (Reader) Ph.D. 2004, U of M Geography department.
- Don Ferrin (Thesis Advisor), Ph.D. 1999, *winner of Barry Richman Best Dissertation Award from Academy of Management IM division, Toronto, 2000.*
- David Berg (Thesis Co-advisor), Ph.D. 1998. Jennifer Spencer, (Reader) Ph.D. 1997, *finalist on AIB and Academy of Management IM dissertation award competitions*
- Tatiana Kostova (Thesis Co-Advisor), Ph.D. 1996, *winner of the Richard Farmer Best Dissertation Award from the Academy of International Business and the Barry Richman Best Dissertation Award from the Academy of Management IM Division*
- Gahng Koh (Reader) Ph.D. 1996, U of M Finance dept.

#### **GLOBAL DBA THESIS CHAIR**

- Hengke Fu, Tsinghua-Carlson, Global DBA, 2020
- Zhiming Mei, Tsinghua-Carlson, Global DBA (in progress)

#### **INVITED PRESENTATIONS**

- S. Zaheer, Speaker, Panel on “Reimagining the Business School Curriculum”, *EFMD Deans and Directors-General conference*, February 2021.
- S. Zaheer, Speaker, Forum on Mental Health, AACSB Deans conference, February 2021.
- S. Zaheer, Speaker, Lingnan Global Forum, “The Road Ahead After Covid: A Comparative Review of America, Europe and China”, *American Association of Colleges and Universities*, Washington, January 2021
- S. Zaheer. Panelist, “Global Economic Development and Higher Education”, *American Association of Colleges and Universities*, Washington, January 2020
- S. Zaheer. “Assessing Research Impact”, AACSB conference, 2019.
- S. Zaheer, Opening plenary on “The Future of Management Education”, *Strategic Management Society Conference*, Hyderabad, December 2018.
- S. Zaheer, “An Accidental Scholar: My International Management journey”, *PWC Strategy & Eminent Scholar Award presentation, Academy of Management*, Chicago, August 2018
- S. Zaheer, “Assessing and Rewarding Research Impact”, *AACSB International Annual Accreditation Conference*, Washington DC, September 2017.
- S. Zaheer, Keynote Speaker at Women’s Leadership Conference, *Accenture*, Minneapolis,
- S. Zaheer, “Collaboration between Business Schools and Engineering Schools”, *International Business School Shanghai Conference*, Shanghai, October 2016.
- S. Zaheer, “Innovations in Assurance of Learning”, *AACSB International Annual Accreditation Conference*, Minneapolis, September 2016.
- S. Zaheer, Panel on “The Impact of Institutional Distance on Firm Strategy and Performance”, *Academy of Management Annual Meeting*, Anaheim, August 2016.
- S. Zaheer, “Lessons from my Career”, *Piper Jaffray Women’s Leadership Event*, Minneapolis, Aug 2016.
- S. Zaheer, Panelist, “Globalizing Education: Challenges & Opportunities”, *Academy of International Business Annual Meeting*, New Orleans, June 2016.
- S. Zaheer, C200 panel on Advancing your Career, *C200 Reachout conference*, Minneapolis, April 2016
- S. Zaheer, “Being greater than”, International Women’s Day, *Accenture Minneapolis*, March 2016.
- S. Zaheer, Keynote Speaker, *Land O’Lakes Women’s Leadership Event*, Minneapolis, January 2016.
- S. Zaheer, “Developing a Culture of Research in Emerging Market Business Schools”, *Academy of International*

*Business Annual Meeting, Bengaluru, June 2015.*

- S. Zaheer, Host, "Developing Research with Impact", *IBM Global Business Education Jam, 2014.*
- S. Zaheer, Opening Plenary session, "Myths about Emerging Markets", *Strategic Management Society Annual meeting, Miami, November 2011.*
- S. Zaheer, Commentary on Nobel Laureate James Mirrlees' work, *Academy of International Business annual meeting, Nagoya, Japan, June 2011.*
- S. Zaheer, Distinguished keynote address, "Building locational capital", *Copenhagen Business School, January 2011.*
- S. Zaheer, Distinguished keynote address, "The Seven Sins of Sustainability Scholarship," *Australia-New Zealand Academy of Management (ANZAM) annual meeting, Adelaide, December 2010.*
- S. Zaheer, Dean's plenary on "The Future of Scholarship in IB", *Academy of International Business Annual Meeting, Rio de Janeiro, June 2010.*
- S. Zaheer, Faculty leader, Discussion on Emerging Market Multinationals, *Fellows Café, Academy of International Business, San Diego, June 2009.*
- S. Zaheer, "Ronald Dore and Research on Comparative Institutions", invited commentary on Ronald Dore's work at Distinguished Scholar Award presentation, *Academy of International Business Annual Meeting, Milan, July 2008.*
- *Harvard Business School International Research Conference, Invited discussant, Harvard Business School, Boston, June 2008.*
- "Does it Matter Where Countries Are? Proximity to knowledge, markets and resources and MNE location choices," *Vienna University of Business and Economics, Vienna, Austria, November 2007.*
- "Does it Matter Where Countries Are? Proximity to knowledge, markets and resources and MNE location choices," *George Washington University, Washington DC, September 2007.*
- S. Zaheer, A. Lamin and M. Subramani, "Cluster capabilities and location choice: A study of Business Process Outsourcing in India," *Duke University, Durham, April 2007.*
- "Where have all the entrepreneurs gone? BPO and software entrepreneurship in India," *The Indus Entrepreneurs Network (TIE), Keynote address, Minneapolis, March, 2007.*
- "Does it Matter Where Countries Are? Proximity to knowledge, markets and resources and MNE location choices," *University of North Carolina, Chapel Hill, October 2006.*
- "India: Asia's Other Giant," *American Association of University Women, Minneapolis, May 2006.*
- "Does Mud Stick? Legitimacy Recovery and Performance Effects of Firm Responses to Societal Attacks". *The Wharton School, University of Pennsylvania, December 2005.*
- "Does Mud Stick? Legitimacy Recovery and Performance Effects of Firm Responses to Societal Attacks", *Jesse H. Jones Graduate School of Business, Rice University, December 2005.*
- "Does Mud Stick? Legitimacy Recovery and Performance Effects of Firm Responses to Societal Attacks", *Institute of International Business, Georgia State University, December 2005.*
- "The Indian Software Industry: Where Next?" *Mitsui Foundation Seminar, Zicklin School of Business, Baruch College, CUNY, November 2005.*
- "Does Mud Stick? Legitimacy Recovery and Performance Effects of Firm Responses to Societal Attacks." *Zicklin School of Business, Baruch College, CUNY, November 2005.*
- "International Research Challenges and Opportunities" *BPS-IM workshop, Academy of Management, Honolulu, Hawaii, August 2005.*
- "Trust Across Borders," *JIBS Decade Award presentation, Academy of International Business, Quebec City, June 2005.*
- "Avoidance, Isolation and Accommodation Strategies of MNCs in Response to Legitimacy Attacks," *New York University, March 2005.*
- "Technology and Global Organization," *Wharton School, University of Pennsylvania, December 2004.*
- "The persistence of distance? Technology and MNE investment motivations in information-intensive industries", *University of Tilburg, December 2004.*
- "Institutions and Culture as explanations for development", plenary session on "Why the Middle East is underdeveloped", *Academy of International Business Annual Conference, Stockholm, July 2004.*
- "The persistence of distance? Technology and MNE investment motivations in information-intensive industries",

*University of Michigan*, May 2004.

- Panelist on "Knowledge-Seeking FDI", *BYU-Utah Winter Strategy conference*, March 2004.
- "The persistence of distance: Technology and MNE investment motivations", Freeman lecture series, *The Humphrey Institute*, November 2003.
- "Globalization and India", *College of Architecture and Landscape Design*, University of Minnesota, November 2003.
- "What could be special about International Management Research" *AGSM-Illinois CIBER conference* on International Business Research, Snoqualmie, Washington, August 2003.
- "Creativity under constraint: Technological migration in the Indian Software Industry", *University of Utah*, April 2003.
- "Cultural Issues in Mergers of Equals," (with M. Genc and M. Schomaker), Bocconi-INSEAD conference on "Mergers, Acquisitions and Alliances: a Strategic Imperative for the New Europe?", *SDA Bocconi*, Milan, Italy, May 2002.
- "A big tent on an island – building bridges and community in international management research", invited commentator on Bartlett and Ghoshal's work at *AIM-IMD Distinguished Scholar Panel, Academy of Management*, Washington, August 2001.
- "Location and Competitive Advantage in a Digital Economy," *London Business School*, May 2001.
- "How does International Location matter in a Digital Economy," *INSEAD*, May 2001.
- "Creativity under Constraint: Technological Imprinting and the Migration of Indian Businesses to the New Economy," *Ecole Polytechnique* and *the Wharton School*, Paris, February 2001.
- "India in the New Economy", Conference on the Global Internet Economy, *Institute of International Business, Stockholm School of Economics*, Sweden, June 2000.
- "Research in International Management", Sloan School, *Massachusetts Institute of Technology*, April 2000.
- "Configuration and MNE competitive advantage", *The Wharton School, University of Pennsylvania*, October 1999.
- "The social impact of Globalization," *University of Michigan*, Ann Arbor, June 1999
- "Research in International Management," *Bocconi University*, Milan, July 1998.
- "Beyond the liability of foreignness", *Carnegie-Mellon University*, March 1998.
- "Beyond the liability of foreignness", *University of Illinois at Urbana-Champaign*, Feb. 1998.
- "Integrating Strategy and Organizational Evolution", (with T. Madsen and E. Mosakowski), Conference in honor of Donald Campbell, *University of Toronto*, November 1997
- "Beyond the liability of foreignness", *New York University*, October 1997.
- "A comparative study of Acceptable Risk", Wharton Conference on the Performance of Financial Institutions, *University of Pennsylvania*, May 1997.
- "The Legitimacy of the Multinational Corporation," Workshop on International Economic Policy, *Freeman Center for International Economic Policy, Humphrey Institute, University of Minnesota*, March 1997.
- "The Dynamics of the Liability of Foreignness," (with E. Mosakowski), *University of Pittsburgh*, February 1997.
- "The Optimal Firm Configuration for a Speculative Trading Operation: An Empirical Study of Foreign Exchange Trading", (with E. Mosakowski), *Stanford University*, February 1997.
- "The Dynamics of the Liability of Foreignness," (with E. Mosakowski), *Distinguished Visiting Scholar, University of South Carolina*, Colombia, January 1997.
- "Geography, Capabilities and the Structure of Global Competition: A Network Approach," (with A. Zaheer), *Wharton School research workshop*, December 1996.
- "Studies in the Foreign Exchange Trading industry," *Indian Institute of Management*, Bangalore, India, July 1996.
- "The Dynamics of the Liability of Foreignness," (with E. Mosakowski), *Rutgers University*, Newark, April 1996.
- "Studies in the Foreign Exchange Trading industry," *Kobe University*, Kobe, Japan, November 1995.
- "Culture, Control and Risk-Transformation: A Study of US and Japanese Financial Service Organizations," *University of Michigan*, February 1994.
- "Global Markets, Local Institutions: The survival and exit of market-makers in global currency trading," *School of Management, IESE, Barcelona*, December 1993.
- Keynote speaker at seminar conducted by the International Financial Services Research Center of MIT at *Bankers Trust, Tokyo*, and *Citicorp*, New York, 1992.

## REFEREED CONFERENCE PRESENTATIONS

- P. Kumar and S. Zaheer, "Does it Exist? Does it Not? The Liability of Foreignness in Patenting," *Academy of Management* Annual Meeting, Chicago, August 2018.
- S. Zaheer, Panel, "Anti-Globalization: Implications for Management Theory and Research", *Academy of Management* Annual Meeting, Atlanta, August 2017.
- S. Zaheer, Panel, "International Business Education in an Increasingly Anti-globalized World", *Academy of Management* Annual Meeting, Atlanta, August 2017.
- P. Dastidar and S. Zaheer, "Dealing with information asymmetry in cross-border acquisitions," *Strategic Management Society* annual meeting, Miami, November 2011.
- M. Schomaker and S. Zaheer, "Language and Perceptions of Member Performance in Multinational Teams, *Strategic Management Society* Annual Meeting, Rome, September 2010
- P. Dastidar and S. Zaheer, "Dealing with information asymmetry in cross-border acquisitions," *Academy of Management* annual meeting, Montreal, August 2010
- S. Zaheer, "Softpower capability in emerging markets: The case of India," *Academy of Management* annual meeting, Chicago, August 2009
- S. Zaheer, Panel on Academic Couples, *Academy of International Business* Annual Meeting, San Diego, June 2009.
- S. Zaheer, A. Lamin and M. Subramani, "Cluster capabilities or ethnic ties? Location choice by foreign and domestic entrants in the services offshoring industry in India", *Strategic Management Society India* conference, Indian School of Business, Hyderabad, December 2008.
- S. Rogbeer, S. Zaheer and A. Zaheer, "Knowledge Bridges in Alliance Portfolios," *Academy of Management* Annual Meeting, Anaheim, CA, August 2008.
- S. Zaheer, panel on "Risk and Uncertainty in a changing global environment," competitive symposium, *Academy of International Business* Annual Meeting, Milan, July 2008.
- S. Zaheer, "How to avoid a desk reject," invited presentation, Junior Faculty Consortium, *Academy of International Business* Annual Meeting, Milan, June 2008.
- S. Manrakhani, S. Zaheer & A. Zaheer, "Bridging Ties and Knowledge Transfer and Creation in Biotech" *Strategic Management Society* Annual Meeting, San Diego, November 2007.
- S. Zaheer, A. Lamin and M. Subramani, "Cluster capabilities and location choice: A study of Business Process Outsourcing in India," *Academy of Management* Annual Meeting, Philadelphia, August 2007.
- Nachum, Lilach, Srilata Zaheer and Shulamith Gross, "Does it matter where countries are? Proximity to knowledge, markets and resources and MNE location choices," *Academy of Management* Annual Meeting, Philadelphia, August 2007.
- M. Schomaker and S. Zaheer, "¿Como Se Dice 'Deliverables'? Cross-Linguistic Knowledge Transfer In Multinationals," *Academy of Management* Annual Meeting, Philadelphia, August 2007.
- S. Zaheer, "Bringing Entrepreneurship into IB research," Showcase symposium, *Academy of International Business*, Indianapolis, June 2007.
- Schomaker, Maggie and Srilata Zaheer, "The Effects of Linguistic Distance on Knowledge Flows Within the MNE," *Strategic Management Society* Meeting, Vienna, November 2006.
- Nachum, Lilach & Srilata Zaheer, "Does it matter where countries are? Proximity to knowledge, markets and resources and MNE location choices." *Academy of International Business* Annual Meeting, Beijing, June 2006. *Finalist for the AIB/Temple best paper award.*
- Anna Lamin and Srilata Zaheer, "Avoidance, Isolation and Accommodation Strategies of MNCs in Response to Legitimacy Attacks", *Academy of Management*, Honolulu, August 2005.
- L. Nachum and S. Zaheer, "Does it Matter Where They Are? Geography, Distance and MNE Location Choices," *Academy of Management*, Honolulu, August 2005.
  - Srilata Zaheer, "Empirical approaches in International Management Research", panel on Research in International Management, *Academy of International Business*, Stockholm, July 2004.
- M. Schomaker and S. Zaheer, "Language, Identity and Culture", panel on Identity and Culture, *Academy of International Business* Annual Meeting, Stockholm, July 2004.
- Anna Lamin and Srilata Zaheer, "Firm Strategies in Response to Legitimacy Challenges: An exploratory study", presented at the Annual meeting of the *Strategic Management Society*, Baltimore, November 2003.



- Srilata Zaheer and Margaret S. Schomaker, "Identity, Size and Power in International Mergers", Carnegie- Bosch International Conference, Pittsburgh, October 2003.
- Srilata Zaheer, Margaret S. Schomaker and Mehmet E. Genc, "Separate But Equal: Organizational Identity and Culture in International Mergers of Equals", Academy of Management Annual Meeting, Seattle, August 2003.
- "Re-opening the Black Box of Organization in International Management Research", Panel on Exploring the Frontiers of International Strategy and Management, BPS division, *Academy of Management*, Seattle, August 2003.
- "MNE legitimacy in a globalizing world", Panel on the Future of the Multinational Enterprise, *Academy of International Business* Annual Meeting, Puerto Rico, June 2002.
- "MNEs in the Digital Economy?" (with L. Nachum), *Academy of International Business* Annual Meeting, Sydney, Australia, November, 2001.
- "Institutions and the evolution of the Indian software Industry" (with R. Rajan), panel on Institutional Variation, *Academy of International Business* Annual Meeting, Sydney, Australia, November, 2001.
- "Technological Imprinting and the migration of Indian business to e-space" (with R. Rajan), panel on E-business and traditional business, *Academy of International Business* Annual Meeting, Sydney, Australia, November, 2001.
- "Location in the Digital Economy" (with S. Manrakhan), *Strategic Management Society* Annual Meeting, San Francisco, October, 2001.
- "Knowledge Sharing in Organizations" (with B. Chakravarthy and A. Zaheer), *Strategic Management Society* Annual Meeting, San Francisco, October, 2001.
- "Institutions and the Evolution of Software and E-business in India," (with R. Rajan), presented at *All-Academy Showcase Symposium* on "Institutional Variation and Firm Performance: Spotlighting the Complementarity between the Role of Government & Other Institutions," *Academy of Management*, Washington, August 2001.
- "Human Capital Movement and the Retention of Knowledge" (with T. Madsen and E. Mosakowski), *Academy of Management Conference*, Toronto, August 2000.
- "Knowledge Sharing in Organizations" (with B. Chakravarthy and A. Zaheer), *EGOS Conference*, Warwick, July 1999.
- "Knowledge Transfer and Firm Retention" (with T. Madsen and E. Mosakowski), *Strategic Management Society* conference, Berlin, October 1999.
- "Intrafirm and Intra-industry Human Capital Transfer and the Diffusion of Firm and Industry Practices" (with T. Madsen and E. Mosakowski), *Strategic Management Society* conference, Orlando, October 1998.
- "Transactive knowledge and performance in the retail food industry." (with D. Rulke and M. Anderson), *Academy of Management Conference*, San Diego, August 1998.
- "Integrating strategy and organizational evolution: The coevolution of intrafirm evolutionary processes and firm outcomes," (with T. Madsen and E. Mosakowski), *Academy of Management Conference*, San Diego, August 1998.
- "Firm Rivalry and the Network Structure of Global Competition", (with A. Zaheer), *Academy of Management Conference*, Boston, August 1997.
- "The effect of time-scale on the truth and testing of organizational theory" (with S. Albert and A. Zaheer), *Academy of Management Conference*, Boston, August 1997.
- "Intrafirm evolutionary processes and competitive advantage: a study of global financial services", (with T. Madsen and E. Mosakowski), *Academy of Management Conference*, Boston, August 1997.
- "Global Scope and Firm Survival: A Longitudinal Study of Multi-Unit Operations in the Foreign-Exchange Trading Industry," (with E. Mosakowski), *Strategic Management Society* Meetings, Phoenix, AZ, November 1996.
- "Information Advantage and Firm Capabilities: The Role of Structural Holes and Weak Ties in Global Interfirm Networks," (with A. Zaheer), *Strategic Management Society* Meetings, Phoenix, AZ, November 1996.
- "The Optimal Firm Configuration for a Speculative Trading Operation: An Empirical Study of Foreign Exchange Trading," (with E. Mosakowski), Annual Meeting of the *Academy of International Business*, Banff, Canada, October 1996.
- "Geographic Constraints, Firm Capabilities and the Structure of Global Competition: A Network Approach," (with A. Zaheer), Annual Meeting of the *Academy of International Business*, Banff, Canada, October 1996.
- "State Credibility and Currency Stability," (with J. Spencer), Annual Meeting of the *Academy of International*

*Business*, Seoul, Korea, November 1995.

- "Balancing Change and Stability: A Study of the Sources of Competitive Advantage in the Global Foreign Exchange Trading Industry," (with T. Madsen and E. Mosakowski), *Strategic Management Society* Conference, Mexico City, October 1995.
- "Alertness, Responsiveness and Market Influence in Global Electronic Networks," (with A. Zaheer), Annual meeting of the *Academy of Management*, Vancouver, August 1995.
- "The Dynamics of the Liability of Foreignness," (with E. Mosakowski), Annual meeting of the *Academy of Management*, Vancouver, August 1995.
- "Legitimacy and the Multinational Enterprise," (with T. Kostova), Annual meeting of the *Academy of Management*, Vancouver, August 1995.
- "Economies of geographic scope and the liability of foreignness," (with E. Mosakowski), *INFORMS annual meeting*, Singapore, June 1995.
- "Technobabble: Uncertainty and Information Seeking in Global Electronic Networks," (with A. Zaheer), Annual Meeting of the *Academy of International Business*, Boston, Nov 1994.
- Chair and presenter, panel on "Past, Present and Future: Longitudinal Methods in International Research," Annual Meeting of the *Academy of International Business*, Boston, 1994.
- "Information Networks and the Liability of Foreignness" (with E. Mosakowski), Annual meeting of the *Academy of Management*, Dallas, TX, August 1994.
- "Information-Seeking in a Global Marketplace: An Empirical Study of Uncertainty, Information Technology Use and National Culture," (with A. Zaheer), Annual meeting of the *Strategic Management Society*, Jouy-en-Josas, September 1994.
- "Talking the talk: Market Talk Mechanisms and Competitive Advantage in the Foreign Exchange Market," (with E. Mosakowski), Annual meeting of the *Academy of Management*, Dallas, TX, August 1994.
- "Strategic Objectives and Control in Multinational Corporations," (with D. Berg), Annual Meeting of the *Academy of International Business*, Maui, 1993.
- "Culture, Control and Capability: An Empirical Study of Risk Transformation in Financial Services", Annual Conference of the *Strategic Management Society*, Chicago, Sept. 1993.
- "Control and the Strategy Process in the Boundaryless Organization," (with D. Berg), Annual Meeting of the *Academy of Management*, Atlanta, August 1993.
  - "Working Across Organizational Boundaries: Strategic Decision-Making in a Distributed Knowledge Context" (with D. R. Lessard), Annual Meeting of the *Academy of Management* Atlanta, August 1993.
- "Country Effects in a Global Environment: An Empirical Study of Institutional Isomorphism in MNC Subunits," Annual Meeting of the *Academy of Management*, Las Vegas, August 1992.
- "Professionalism in R&D Engineers and its Influence on the Assimilation of External Technology in MNCs: A Comparative Study of the US and Japan." (with D. E. Westney) Annual Meeting of the *Academy of International Business*, Singapore, November 1989.

#### **GRANTS RECEIVED**

- *International Programs Department, Carlson School of Management*, grant for longitudinal study of Indian software industry, December 2004.
- *National Science Foundation* grant to study Knowledge Creation and Transfer through Structured Learning Processes (with R. Schroeder, K. Linderman, and C. Liedtke), 2000.
- *Strategic Management Research Center* grant for project on *Mergers and Acquisitions*, 1999; and on *Dynamic Competencies*, 1997.
- *Wharton Financial Institutions Center*, grant for project on risk in financial services, 1994-96.
- *Sloan Foundation Retail Food Industry Center* grant for project on the international transfer of knowledge in the retail food industry, (with D. Rulke), 1995.
- *University of Minnesota Graduate School* research grant for longitudinal study in global financial services industry, July 1994.
- *McKnight Foundation* summer research grants, 1995, 1996, 1997.
- *International Programs Department, Carlson School of Management*, grant for longitudinal archival research on currency trading rooms, December 1992.

- *Institute for International Studies Award for Japanese Language Study*, College of Liberal Arts, University of Minnesota, 1992.
- *International Financial Services Research Center*, Massachusetts Institute of Technology, support for dissertation research, 1990 and 1991.
- *Center for Telecommunications Management*, University of Southern California, Dissertation Support Award, 1989.

## **PROFESSIONAL SERVICE**

- Chair, Peer Review Team, AACSB Continuous Improvement Review, University of Washington Foster School of Business, Seattle, November 2020.
- *Deloitte University Deans Summit* Organizing Committee, 2019
- Program Committee and Local co-host, *Academy of International Business Annual meeting*, Minneapolis, June 2018
- Chair, AIB Fellows International Executive of the Year Selection Committee, 2018
- Chair, Peer Review Team, AACSB Continuous Improvement Review, University of Michigan Ross School of Business, Ann Arbor, February 2018
- Peer Review Team Member, AACSB Continuous Improvement Review, Utah State University David Eccles School of Business, Logan, October 2017.
- Peer Review Team Member, AACSB Continuous Improvement Review, University of Wisconsin School of Business, Madison, January, 2017.
- Faculty Panel, Mid-Career Faculty Development Workshop, *Academy of Management IM Division*, Vancouver, 2015.
- Peer Review Team Member, AACSB Accreditation Maintenance Review, UC Davis Graduate School of Management, March 2015.
- Chair, JIBS Decade Award Committee, *Academy of International Business*, 2011.
- Chair and Organizer, Junior Faculty Consortium, *Academy of International Business Annual Meeting*, Nagoya, June 2011.
- Track Chair: Multinational Organization track, *Academy of International Business*, Rio de Janeiro, 2010.
- BPS Division Mid Career Workshop, faculty panelist, *Academy of Management Annual Meeting*, Montreal
- Guest Editor, Special Issue of *the Journal of International Business Studies* on the Financial Crisis, 2010.
- External reviewer, University of South Carolina CIBER, 2008, 2009.
- Reviewing Editor, *Journal of International Business Studies*, 2007-2009; *Consulting Editor (2010- )*
- Editorial Boards: *Strategic Management Journal (1998-2010)*, *Journal of International Business Studies*, *Journal of International Management (2001- 2002)*, *Group and Organization Management (1998-2000)*.
- Member, *Richard Farmer Best Dissertation Award Committee*, Academy of International Business, (2006-2007).
- Executive Committee, *International Management Division, Academy of Management*.
  - Immediate Past Chair, 2002-2003.
  - Division Chair, 2001-2002.
- ☐ Chair-Elect, 2000-2001.
  - Program Chair, 1999-2000 (Toronto meeting).
  - Program Chair-elect and Coordinator, Professional Development Workshops, 1998-1999.
- Chair, *Barry Richman Best Dissertation Award committee*, International Management Division, Academy of Management, 2003; Member, 1998-2003.
- *Facilitator*, Sloan Globalization Workshop, Berkeley, 2002, 2003.
- Faculty facilitator, *International Entrepreneurship Doctoral Student Conference* sponsored by Babson, Georgia State, Georgia Tech and Minnesota. Minneapolis, 2002; Atlanta, 2003; Minneapolis, 2005.
- Track chair: OB/HRM, *Academy of International Business Annual Meeting*, Vienna 1998.
- Farmer Dissertation Award Committee, *Academy of International Business*, (1997- 1999).
- Faculty panel, Doctoral/Junior Faculty consortia, *Academy of Management IM division*, 2010, 2005, 2000, 1998. *Academy of International Business*, 1996, 1997, 1998, 1999, 2001, 2002, 2005, 2010

- Faculty Panel, Pre-conference workshop on Networks, *Academy of Management*, 1997; Pre-conference workshop on Time, Toronto, 2000.
- Program Review Committee, *Academy of Management*, IM Divn, 93-05; BPS, 95-97.
- Program Review Committee, *Academy of International Business*, 1994-2002, 2005.
- Ad-hoc referee
  - National Science Foundation, Administrative Science Quarterly, *Academy of Management Journal*, *Academy of Management Review*, *Organization Science*, *Management Science*, *Journal of Business Venturing*, *Journal of Management Studies*

### INSTITUTIONAL SERVICE

- *Chair, Dean Search Committee*, College of Science and Engineering, University of Minnesota (2021-)
- *Member, President's Campaign Council*, University of Minnesota \$4 billion 'Driven.' Campaign, (2015-present)
- *Co-Chair, Community Fund Drive*, University of Minnesota (2016-17).
- *Chair, Twin Cities Deans Council*, University of Minnesota, (2015-2016)
- *Vice Chair, Twin Cities Deans Council*, University of Minnesota, (2014-2015)
- *Funding model committee*, University of Minnesota Foundation (2013-2015)
- *Member, Presidents Senior Leadership Group*, University of Minnesota, (2013-2014, 2015-2016)
- *Co-Director, Center for Integrative Leadership*, University of Minnesota (2010-2012)
- *Associate Dean for Faculty and Research*, Carlson School of Management (2007-2011)
- *University Committee of Research Associate Deans*, (2007-2011).
- *Department Chair*, Strategic Management and Organization department, (2005-2007).
- *Carlson School Executive Committee*, Member, Fall (2006-present).
- *Carlson School Operations Committee*, Member, Fall (2006-2008).
- *Elected Chair*, Carlson School of Management *Faculty Consultative Committee*, (2004-2005).
- *Elected member*, Carlson School of Management *Faculty Consultative Committee*, (2002-2005).
- *PhD Program Coordinator*, Strategic Management Department, (2000-2004).
- *Acting Department Chair*, Strategic Management and Organization department, (Fall 2003).
- *Chair, CSOM Research Committee*, 2001; *Member*, (2000-2003).
- *Carlson School of Management Dean Search Committee*, (2001).
- *Chair, Recruitment Committee: SMO department strategy position*, (1999-2000).
- *Board Member*, CSOM Executive Development Center, (2002-2004).
- *P&T Reading Committees*, CSOM, (2002, 2003).
- *Vice-Chair*, CSOM Faculty Governance committee, (1999-2000).
- *Member*
  - CSOM Center for Learning Excellence Advisory Committee, (2002).
  - CSOM Carlson Consulting Enterprises Advisory Committee, (2001-present).
  - CSOM E-Commerce concentration committee, (2000).
  - CSOM New MBA and BSB Curriculum Committee, (1993; 1994-95).
- *Member*, SMO department Ph.D. committee, (1996-1997, 1997-1998, 1998-1999, 1999-2000).
- *Member*, Recruitment Committees:
  - *Watson and Pillsbury-Gerot Chairs in Marketing*, (2002).
  - *Carlson Chair in Entrepreneurship*, (1999-2000).
  - *Information and Decision Sciences department*, (1997-1998, 1998-1999).
  - *Marketing department*, Carlson School of Management, (1995-1996).
  - *Strategic Management and Organization department*, (1992-1993, 1993-1994, 1998-1999).
  - *Freeman Chair in International Economic Policy*, Hubert Humphrey Institute of Public Affairs, University of Minnesota, (1994-1997).
- *University of Minnesota Presidential Faculty Mentor*, (1995-1996, 1996-1997, 1997-1998, 2000-2001).
- *University of Minnesota Equity, Access and Diversity Committee*, (2001-2003).