

PROF MARKUS PUDELKO

ACADEMIC DEGREES

- 2000 *Dr. rer. pol. (Ph.D. in Business Studies)*
University of Cologne ('summa cum laude' in all five assessments)
- 1994 *Masters in International Management (MIM)*
Community of European Management Schools – CEMS
(CEMS is a network of the leading management schools from 17 European countries)
- 1994 *Diplom-Kaufmann (Masters in Business Studies)*
University of Cologne
- 1992 *Maîtrise ès Sciences Economiques (Masters in Economics)*
Sorbonne University

ACADEMIC POSITIONS

- 2020 – 2022 Chairperson of the *International Management Division of the German Academic Association for Business Research* (Vorsitzender der International Management Kommission des Verbands der Hochschullehrer der Betriebswirtschaft (VHB))
- 2015 – 2017 *Co-Chairperson of a research grant application group* ("Sonderforschungsbereich (SFB)" – Deutsche Forschungsgesellschaft (DFG)), comprising about 25 professors from eight Schools of the University of Tübingen and external professors
- 2012 – 2016 *Vice Dean of the Faculty of Economics and Social Sciences* (comprised of the Schools of Business and Economics, Political Sciences, Sociology, Cultural Studies, Education, Education Sciences & Psychology and Sports)
- 2011 – 2016 *Associate Dean for International Affairs* of the Faculty of Economics and Social Sciences of Tübingen University and *member of the Executive Board* of the Faculty (four out of 60 full professors)
- 2009 – *Professor of International Business* at Tübingen University
- 2008 – 2009 *Visiting Professor* at the Fudan University Management School, Shanghai
- 2007 – 2009 *Reader in International Business* at the University of Edinburgh Business School
- 2006 – 2007 *Senior lecturer in International Business* at the University of Edinburgh Business School
- 2001 – 2006 *Lecturer in International Business* at the University of Edinburgh Business School
- 1994 – 1996 *Research assistant* at the University of Cologne, Faculty of Economic and Social Sciences

PROFESSIONAL EXPERIENCE

2023	2 months visiting scholar at the <i>Estonian Business School</i> , Tallinn
2022 – 2023	5 months visiting scholar at the <i>Vietnam National University, Hanoi School of Business and Management</i>
2022	2 months visiting scholar at the <i>Universidad Católica Argentina, Facultad de Ciencias Económicas</i>
2022	2 months visiting scholar at <i>ESCP Business School</i> , Paris
2021	2.5 months visiting scholar at <i>Copenhagen Business School</i>
2020	1.5 months visiting scholar at <i>Hebrew University of Jerusalem, Jerusalem Business School</i>
2019	2 months visiting scholar at <i>Simon Fraser University, Beedie School of Business</i> , Vancouver
2019	1 month visiting scholar at <i>IESE Business School</i> , Barcelona
2018	2 months visiting scholar at the <i>University San Francisco de Quito Business School</i> , Ecuador
2018	1 month visitor at <i>EAFIT University School of Management</i> , Medellín, Colombia
2018	2 months visiting scholar, PhD student and faculty teacher and curriculum advisor at the <i>University of Dubai, Dubai Business School</i>
2017	2 months visiting scholar at the <i>University of Sydney Business School</i>
2017	2 months visiting scholar at the <i>German Institute of Japanese Studies</i> , Tokyo
2016	2 months visiting scholar at <i>San Jose State University Lucas College and Graduate School of Business</i> , USA
2015	2 months visiting scholar at <i>EAFIT University School of Management</i> , Medellín, Colombia
2015	2 months visiting scholar at <i>Umeå University School of Business and Economics</i> , Umeå, Sweden
2014	2 months visiting scholar at the <i>Vaasa University Business School</i> , Vaasa, Finland
2014	1 month senior research fellow at the <i>Waseda Institute of Advanced Studies (WIAS) at Waseda University</i> , Tokyo
2014	1 month visiting professor at the <i>German Institute of Japanese Studies</i> , Tokyo
2014	1.5 months visiting professor at <i>Stellenbosch Business School, Stellenbosch University</i>
2013	Member of a delegation of Tübingen University (with the principal, vice principal, deans and selected professors) to visit Tokyo University, Waseda University, Rikkyo University and the German embassy (Tokyo) and Doshisha University (Kyoto)

2013	3 months visiting scholar at <i>IESE Business School</i> , Barcelona
2012	2 months visiting scholar at <i>Doshisha University Business School</i> , Kyoto
2012	2.5 months visiting scholar at <i>Melbourne University Faculty of Business and Economics</i>
2012	Member of a delegation of Tübingen University (with the principal, vice principal, deans and selected professors) to visit Peking University and the German embassy (Beijing) and Fudan University (Shanghai)
2011	2 months visiting scholar at <i>Doshisha University Business School</i> , Kyoto
2011	2 weeks visiting scholar at <i>Doshisha University Business School</i> , Kyoto
2010	1 month teaching at <i>Fudan University Management School</i> , Shanghai
2009	2 weeks visiting scholar at <i>Brunel University Business School</i> , London
2008	1 semester teaching of one UG and one MBA course at <i>Korea University Business School</i> , Seoul
2008	3.5 months visiting scholar at <i>Korea University Business School</i> , Seoul
2008	1 month research fellowship at <i>Sophia University, Faculty of Comparative Culture</i> , Tokyo
2008	Appointment as visiting associate professor at the <i>Fudan University Management School</i> , Shanghai. 5 weeks research at this institution
2007	Twice 1 week teaching of one MSc course (blocked) at <i>Vienna University of Economics and Business Administration</i> (summer semester and winter semester)
2007	10 weeks research in Shanghai, based at the <i>Fudan University Management School</i>
2006	7 weeks visiting scholar at <i>Peking University, Guanghua School of Management</i>
2005	5 weeks visiting scholar at the <i>University of Melbourne, Department of Management</i>
2004	2 months visiting scholar at <i>Columbia University, Columbia Business School</i> , New York
2004	3 months visiting scholar at <i>San Jose State University, Business College</i> , USA
2003	3 months visiting scholar at <i>Columbia University, Columbia Business School</i> , New York
2002	2 months research fellowship at <i>Sophia University, Faculty of Comparative Culture</i> , Tokyo
2002	1 month teaching of one UG course at <i>Sophia University, Faculty of Comparative Culture</i> , Tokyo

EDUCATION

1999	5 months <i>research fellowship</i> at Sophia University, Tokyo Scholarship from the German Academic Exchange Service (DAAD)
1995 – 2000	6 years <i>doctoral studies</i> in business studies at the University of Cologne
1993 – 1994	2 years studies in <i>International Management</i> within the CEMS-programme (Community of European Management Schools) at the University of Cologne
1991 – 1992	1 year studies in <i>Economics</i> at University of Paris 1 – Panthéon-Sorbonne Scholarship from the German Academic Exchange Service (DAAD)
1991	1 semester studies in <i>International Management</i> within the CEMS-programme (Community of European Management Schools) at Bocconi University, Milan Scholarship from the European Union
1988 – 1994	6 years <i>Business Studies</i> at the University of Cologne specialization: organizational studies, marketing, political studies, international management
1987 – 1988	<i>Languages studies</i> in Paris, Rome, Venice, and Madrid
1986	1 semester <i>Political Sciences</i> at the Evergreen Valley College, San Jose, CA, USA
1986	<i>High school diploma</i>

RESEARCH INTERESTS

- ❖ Subsidiary-headquarters relations
- ❖ Multinational teams
- ❖ Impact of language on international business
- ❖ Multiculturals, Multilinguals and Immigrants
- ❖ Trust
- ❖ International and comparative HRM
- ❖ Convergence vs. divergence of (HR) management practices
- ❖ Japanese and Chinese (HR) management
- ❖ Cross-cultural management

RESEARCH AWARDS

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| 2022 | <i>2021 Journal of World Business Best Article Award</i> for: Tenzer, H.; Pudelko, M. & Zellmer-Bruhn, M. ‘The Impact of Language Barriers on Knowledge Processing in Multinational Teams’, <i>Journal of World Business</i> , 56, 2. |
| 2022 | <i>OB/OT/HR Best Paper Award</i> of the International Management Division at the Academy of Management for the paper: Pudelko, M. & Tenzer, H. ‘Japanese Women Pursuing a Career at Foreign Subsidiaries: A Question of Identity’. |
| 2022 | <i>Best Paper Award of Palgrave Macmillan and the Association of Japanese Business Studies</i> at the Annual Meeting of the Association of Japanese Business Studies for the paper: Pudelko, M. & Tenzer, H. ‘Japanese Women Pursuing a Career at Foreign Subsidiaries in Japan’. |
| 2022 | <i>Runner Up WAIB Best Conference Paper Award</i> of the Women in the Academy of International Business at the Annual Meeting of the Academy of International |

- Business for the paper: Pudelko, M. & Tenzer, H. 'From Professional Aspirations to Identity Confirmation and Transformation: The Case of Japanese Career Women Working for Foreign Subsidiaries in Japan'.
- 2022 *Temple / AIB Best Paper Nomination Award* at the Annual Meeting of the Academy of International Business for the paper: Pudelko, M. & Tenzer, H. 'From Professional Aspirations to Identity Confirmation and Transformation: The Case of Japanese Career Women Working for Foreign Subsidiaries in Japan' (among the eight finalists shortlisted from all AIB conference submissions).
- 2021 *OB/OT/HR Best Paper Award* of the International Management Division at the Academy of Management for the paper: Tenzer, H., Pudelko, M. & Zellmer-Bruhn, M. 'How Language Barriers Impede the Formation of Mental Models in Multinational Teams'.
- 2020 Nomination for the *OB/OT/HR Best Paper Award* of the International Management Division at the Academy of Management for the paper: Augustin, T. & Pudelko, M. 'Multicultural and Multilingual Individuals Forming Social Capital'.
- 2019 *Best Reviewer Award* of the International Management Division of the Academy of Management.
- 2018 *2017 Journal of World Business Best Article Award* for the paper: Tenzer, H. & Pudelko, M. (2017) 'The Influence of Language Differences on Power Dynamics in Multinational Teams', *Journal of World Business*, 52, 1, 45-61.
- 2018 Nomination for the *OB/OT/HR Best Paper Award* of the International Management Division at the Academy of Management for the paper: Büechl, J. & Pudelko, M. 'Do Chinese Subordinates Trust Their German Supervisors? Developing a Trust Development Model' *Language Diversity Affects Knowledge Processing in Multinational Teams*'.
- 2018 Nomination for the *Annual Best Paper Award* of the Verband der Hochschullehrer für Betriebswirtschaft e.V. (German Academic Association for Business Research) by its International Management Division for the paper: Tenzer, H. & Pudelko, M. 'Media Choice in Multilingual Virtual Teams', published in the *Journal of International Business Studies*.
- 2018 Selection of the following paper as one of the 39 *Springer Publishing Business & Management Stars of 2017*: Harzing, A.-W. & Pudelko, M. (2016) 'Do We Need to Distance Ourselves from the Distance Concept? Why Home and Host Country Context Might Matter More Than (Cultural) Distance', *Management International Review*, 56, 1, 1-34.
- 2017 *Best Qualitative Paper Award in International Business* of the International Management Division at the Academy of Management for the paper: Pudelko, M. & Tenzer, H. 'How Language Problems Affect International Academic Careers in Management'.
- 2017 *OB/OT/HR Best Paper Award* of the International Management Division at the Academy of Management for the paper: Tenzer, H. & Pudelko, M. 'How Language Diversity Affects Knowledge Processing in Multinational Teams'.
- 2017 Finalist (top three papers) for the *International Human Resource Management Scholarly Research Award* of the Human Resources Division at the Academy of Management for having made a most significant contribution to International Human Resource Management research in 2016 with the paper: Harzing, A.-W.; Pudelko, M.

- & Reiche, S. 'The bridging role of expatriates and inpatriates in knowledge transfer in multinational corporations', published in *Human Resource Management* (vol. 55, pp. 679-695).
- 2017 *Best Reviewer Award* from the Journal of World Business.
- 2017 *Nomination Award by the International Management Division of the Verband der Hochschullehrer für Betriebswirtschaft e.V.* (German Academic Association for Business Research) for the Annual Best Paper Award for the paper: Hajro, A.; Gibson, C. & Pudelko, M. 'Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity Climates to Teams' Effectiveness', published in the *Academy of Management Journal*. The paper ended up among the three finalist paper.
- 2017 *Annual Research Excellence Award from the IESE Alumni Association* for the paper Reiche, S.; Harzing, A.-W. & Pudelko, M. (2015) 'Why and How Does Shared Language Affect Subsidiary Knowledge Inflows? A Social Identity Perspective', *Journal of International Business Studies*, 46, 5, 528–551.
- 2017 Selection of the following paper as one of nine articles reprinted for the *Journal of International Business Studies Special Collection on Language in International Business: A Developing Field*, edited by Brannen, M.-Y. & Mughan, T.: Reiche, S.; Harzing, A.-W. & Pudelko, M. (2015) 'Why and How Does Shared Language Affect Subsidiary Knowledge Inflows? A Social Identity Perspective', *Journal of International Business Studies*, 46, 5, 528–551.
- 2016 *Certificate for Highly Cited Research* in the Journal of World Business
- 2015 *Research Excellence Award*, IESE Alumni Association, for the paper: Reiche, S.; Harzing, A.-W. & Pudelko, M. (2015) 'Why and How Does Shared Language Affect Subsidiary Knowledge Inflows? A Social Identity Perspective', published in *Journal of International Business Studies*.
- 2013 *Gustavson Best Qualitative Paper Award in International Business* of the International Management Division at the Academy of Management for the paper: Tenzer, H. & Pudelko, M. (2013) 'Leading Across Language Barriers: Strategies to Mitigate Negative Language-induced Emotions in Multinational Corporations'.
- 2013 *Best Paper Award* of the Cross-cultural Management and International HRM Track at the Academy of International Business for the paper: Harzing, A.-W.; Pudelko, M. & Reiche, S. (2013) 'Developments in Knowledge Transfer Activities of Expatriates and Inpatriates'.
- 2012 *Robert H. Schaffer Award for the Best Paper in Applied International Management* by the International Management Division of the Academy of Management for the paper: Hajro, A. & Pudelko, M. (2012) 'Multinational Teams: How Team Interactions Mediate Between Cultural Differences and Team Performance'.
- 2012 *Solkovo Best Paper Finalist Award* by the International Management Division of the Academy of Management for the paper: Hajro, A. & Pudelko, M. (2012) 'Multinational Teams: How Team Interactions Mediate Between Cultural Differences and Team Performance'.
- 2009 *Samsung Best Paper Finalist Award* by the International Management Division of the Academy of Management for the paper: Hajro, A. & Pudelko, M. (2009) 'Corporate Culture: Linking Multinational Teams to Organizational Context' for being among the best four international management papers overall.

- 2009 *UMSL Best Paper Finalist Prize Award* by the International Management Division of the Academy of Management for the paper: Hajro, A. & Pudelko, M. (2009) ‘Corporate Culture: Linking Multinational Teams to Organizational Context’ for being among the best five international management papers in the areas of organizational behaviour / human resource management / organizational theory.
- 2008 *Ulrich & Lake Award for Excellence in HRM Scholarship* by the journal *Human Resource Management* for the best publication in *Human Resource Management* in the year 2007 for ‘HRM Practices in Subsidiaries of US, Japanese and German MNCs: Country of Origin, Localization or Dominance Effect?’.
- 2008 Nomination for the *Thomson Prize*, rewarding the best published research by a member of the University of Edinburgh Management School & Economics in 2007. From contributions of 60 faculty members, eight were shortlisted and my contribution ‘HRM Practices in Subsidiaries of US, Japanese and German MNCs: Country of Origin, Localization or Dominance Effect?’, published in *Human Resource Management*, came in second.
- 2007 *Paper of Excellence Award* by the HR Division of the Academy of Management for having written one of the twelve best papers in International HRM in 2005 and 2006: Pudelko, M. (2006) ‘A Comparison of HRM Systems in the USA, Japan and Germany in their Socio-Economic Context’, *Human Resource Management Journal*, 16, 2, 123-153.
- 2007 Nomination for the Best Paper Award of the *Association of Japanese Business Studies (AJBS)* 19th Annual Meeting (among the top 4 papers selected from over 75 submissions) for the paper: Pudelko, M. (2007) ‘Different Kinds of Control Mechanisms in the Headquarters-Subsidiaries Relations’.
- 2007 *Citation of Excellence Award* by *Emerald* for having published one of the top fifty management articles in 2006, selected from over 15,000 articles published in more than 400 top management journals: Pudelko, M. (2006) ‘A Comparison of HRM Systems in the USA, Japan and Germany in their Socio-Economic Context’, *Human Resource Management Journal*, 16, 2, 123-153.
- 2006 Nomination for the Best Paper Award of the *Academy of International Business (AIB)* Annual Meeting (among the top 10 papers selected from over 1000 submissions) for the paper: Pudelko, M. & Harzing, A.-W. (2006) ‘HRM Practices in Subsidiaries of US, Japanese and German MNCs: Country of Origin, Localization or Dominance Effect?’.
- 2004 Best Paper Award at the *European Institute for Advanced Studies in Management (EIASM)* 19th Workshop on Strategic Human Resource Management for the paper: Pudelko, M. (2004) ‘Is Japanese HRM Undergoing a ‘Westernization?’’.
- 2000 Dissertation Award of the *Commerzbank Foundation*.

TEACHING RELATED AWARDS

- 2016 Winner of the *student teaching award “Impulse”* for innovative teaching, awarded for practice-oriented teaching by the student representative board of the School of Business and Economics of Tübingen University.
- 2012 Winner of the *student teaching award “Impulse”* for innovative teaching, awarded for the course “Doing Business in Asia” by the student representative board of the School of Business and Economics of Tübingen University.

2009 Winner of the *ecch European Case Award* in Human Resource Management/OB for the case ‘An American Expatriate Working in Japan: From the Perspective of the Expatriate, Headquarters and the Foreign Subsidiary’.

SENIOR EDITORIAL FUNCTIONS

- ❖ Journal of World Business (senior editor since 2017)
 - ❖ Asian Business & Management (senior editor 2009-2013)
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MEMBER OF EDITORIAL BOARDS

- ❖ Asian Business & Management
 - ❖ European Journal of International Management
 - ❖ Human Resource Management
 - ❖ International Business Review
 - ❖ International Journal of Cross-Cultural Management
 - ❖ International Journal of Human Resource Management
 - ❖ International Studies of Management & Organization
 - ❖ Journal of International Business Studies
 - ❖ Management International Review
 - ❖ Zeitschrift für Personalforschung (German Journal of Research in Human Resource Management)
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REVIEWING FOR

Journals:

- ❖ Academy of Management Learning & Education
- ❖ Academy of Management Perspectives
- ❖ Academy of Management Review
- ❖ Accounting, Auditing & Accountability Journal
- ❖ Asian Business & Management
- ❖ Asia Pacific Journal of Human Resources
- ❖ British Journal of Management
- ❖ Cross Cultural Management: An International Journal
- ❖ European Journal of International Management
- ❖ European Management Journal
- ❖ Global Strategy Journal
- ❖ Human Relations
- ❖ Human Resource Management
- ❖ Human Resource Management Journal
- ❖ Human Resource Management Review
- ❖ International Business Review
- ❖ International Journal of Cross-Cultural Management
- ❖ International Journal of Human Resource Management
- ❖ International Journal of Human Resources Development and Management
- ❖ Japanstudien
- ❖ Journal of Business Ethics
- ❖ Journal of Comparative International Management
- ❖ Journal of International Business Studies
- ❖ Journal of International Management
- ❖ Journal of Management

- ❖ Journal of Management Studies
- ❖ Journal of World Business
- ❖ Management International Review
- ❖ Management and Organization Review
- ❖ Organization Science
- ❖ Organisation Studies
- ❖ South African Journal of Business Management
- ❖ Thunderbird International Business Review
- ❖ Zeitschrift für Betriebswirtschaft
- ❖ Zeitschrift für Personalforschung

Conferences:

- ❖ Academy of International Business
- ❖ Academy of International Business (UK/Ireland Chapter)
- ❖ Academy of Management
- ❖ Association of Japanese Business Studies
- ❖ European Academy of Management
- ❖ European International Business Academy
- ❖ Groupe d'Études Management & Langage
- ❖ Verband der Hochschullehrer für Betriebswirtschaft (Pfungsttagung)
- ❖ Verband der Hochschullehrer für Betriebswirtschaft (Kommission Internationales Management)
- ❖ Western Academy of Management

Research and Other Funding Institutions

- ❖ Deutsche Forschungsgemeinschaft (DFG)
- ❖ Research Council of Canada
- ❖ Studienstiftung des deutschen Volkes
- ❖ Swiss National Science Foundation
- ❖ Xi'an Jiaotong-Liverpool University

ACADEMIC CONFERENCE ORGANIZATION

- 2022 Organizer of the *Annual Meeting of the International Management Division of the German Academic Association for Business Research (VHB)*, University of Tübingen, 17 - 18 June.
- 2022 Organizer of the *Junior Faculty and PhD Workshop of the International Management Division of the German Academic Association for Business Research (VHB)*, University of Tübingen, 15-16 June.
- 2021 Organizer of a Discussion meeting of the *International Management Division of the German Academic Association for Business Research (VHB)* on research, teaching, support of junior academics, engagement with the broader community and relations with the international research community, University of Tübingen, 22-23 October.
- 2019 Member of the Scientific Committee of the *International Conference of Advances in Business, Management, and Law* held by the University of Dubai
- 2018 Organizer of the *Junior Faculty and PhD Workshop of the International Management Division of the German Academic Association for Business Research (VHB)*, Kiel University, 25-26 April.

- 2017 Organizer of the *Junior Faculty and PhD Workshop of the International Management Division of the German Academic Association for Business Research (VHB)*, Kiel University, Kiel, 11-12 April.
- 2015 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 13th Workshop on International Management*, Ca'Foscari University, Venice, 23-24 October.
- 2014 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 12th Workshop on International Management*, Copenhagen Business School, 24-25 October.
- 2013 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 11th Workshop on International Management*, ESCP Europe, Berlin, 18-19 October.
- 2012 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 10th Workshop on International Strategy and Cross-Cultural Management*, Reykjavik University, 19-20 October.
- 2011 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 9th Workshop on International Strategy and Cross-Cultural Management*, Moscow State University, 21-22 October.
- 2010 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 8th Workshop on International Strategy and Cross-Cultural Management*, Tübingen University, 08-09 October.
- 2009 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 7th Workshop on International Strategy and Cross-Cultural Management*, Helsinki School of Economics, 25-26 September.
- 2008 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 6th Workshop on International Strategy and Cross-Cultural Management*, IESE, Barcelona, 22-23 September.
- 2007 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 5th Workshop on International Strategy and Cross-Cultural Management*, Koc University, Istanbul, 27-29 September.
- 2006 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 4th Workshop on International Strategy and Cross-Cultural Management*, ESC Toulouse Business School, 28-30 September.
- 2005 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 3rd Workshop on International Strategy and Cross-Cultural Management*, Vienna University of Economics and Business Administration, 28-30 September.
- 2004 Co-organiser and chairperson of the *European Institute for Advanced Studies in Management (EIASM) 2nd Workshop on International Strategy and Cross-Cultural Management*, University of Edinburgh Business School, 23-24 September.
- 1997 Main organiser and chairperson of the *3rd Annual CEMS Graduate Conference* at the University of Cologne, 22-25 October (speakers among others: Milton Friedman, Jacques Santer, Michel Rocard).

INVITED SPEAKER AT CONFERENCES, RESEARCH SEMINARS AND SYMPOSIA

- 2023 'How Language Barriers Affect Familiarity Among Members of Multinational Teams', Research Seminar *Aalto University*, 18 September.
- 2023 'How to Publish in International Management Journals', Research Seminar *Estonian Business School*, 08 September.
- 2023 'Bridging Processes of Multiculturals and Multilinguals' *Estonian Business School*, 08 September.
- 2023 'How to Publish in International Management Journals', Research Seminar Hanoi School of Business and Management, *Vietnam National University*, 20 December.
- 2022 'Bridging Activities of Multicultural and Multilingual Individuals', Facultad de Ciencias Economicas, *Pontificia Universidad Católica Argentina*, 09 November.
- 2022 'Is IHRM under the Resource-based View too Relevant to Be Left to IHRM Scholars? How IHRM Can (Re)Gain the Scholarly High Ground', *IHRM Webinar Series*, 24 June.
- 2022 'Overcoming Cultural and Language Barriers: The Bridging Activities of Multicultural and Multilingual Individuals', *ESCP Business School*, 17 March.
- 2021 'Overcoming Cultural and Language Barriers: The Bridging Activities of Multicultural and Multilingual Individuals', *Copenhagen Business School*, 23 September.
- 2020 'Do Chinese Subordinates Trust Their German Supervisors? An Emergent Interaction-Based Cross-Cultural Trust Development Model', *Hebrew University of Jerusalem*, 15 March (cancelled on the previous day due to Corona Virus crisis).
- 2019 'The Negotiation of Shared Fairness Perceptions between Chinese and German Organizational Members', *Simon Fraser University*, Vancouver, 24 September.
- 2019 'The Development of Shared Fairness Perceptions of Culturally Diverse Employees: The Case of Chinese and German Subordinates and Supervisors', *University of Victoria*, Canada, 06. September.
- 2019 'How to Publish in the Journal of World Business', *Peking University*, National School of Development, 16 September.
- 2019 'Interkulturalität in der Praxis: Wie 'fair' empfinden chinesische Arbeitnehmer ihre deutschen Arbeitgeber', lecture in the Studium Generale lecture series on China: Yesterday – Today – Tomorrow, *University of Tübingen*, 4 June.
- 2018 'Cultural and Other Contextual Considerations for an Innovation-driven Economy in Dubai', Keynote speech at the 2nd International Conference on Advances in Business, Management and Law at the *University of Dubai*, Dubai Business School, 24 November.
- 2018 'Toward a Theory of Cognitive Status Dissonance: How Japanese Career Women Experience and Respond to Perceived Status Inconsistency', *University San Francisco de Quito Business School*, 18 July.
- 2018 'Knowledge Processing in Multilingual Teams', *EAFIT University School of Management*, Medellín, Colombia, 24 May.
- 2018 'Knowledge Processing in Multilingual Teams', *University of Dubai*, Dubai Business School, 6 March.

- 2017 ‘Are We on the Same Page? The Development of Trust in Chinese-German Subordinate-Supervisor Relations’, *Sydney University*, 19 September.
- 2017 ‘Are We on the Same Page? The Development of Trust in Chinese-German Subordinate-Supervisor Relations’, *Wollongong University*, 13 September.
- 2017 ‘Trust Building in Multinational Enterprises: The Case of Sino-German Subordinate-Supervisor Relations’, *Japan Academy of MNEs*, Keio University, Tokyo, 8 March.
- 2017 ‘The Development of Trust in Chinese-German Subordinate-Supervisor Relations’, Research Institute for Economics and Business Administration, *Kobe University*, 7 March.
- 2016 ‘Vertrauen und Misstrauen in multinationalen Unternehmen’, lecture in the Studium Generale lecture series on Trust in the Global Society, *University of Tübingen*, 20 October.
- 2016 ‘Are We on the Same Page? The Development of Trust in Chinese-German Subordinate-Supervisor Relations’, Beedie School of Business, *Simon Fraser University*, Vancouver, 4 October.
- 2016 ‘Antecedents and Consequences of Trust Development Across Hierarchical and Cross-Cultural Boundaries’, Lucas College and Graduate School of Business, *San Jose State University*, 23 September.
- 2015 ‘The Development of Trust in Chinese-German Subordinate-Supervisor Relations’, *SOAS*, University of London, 17 December.
- 2015 ‘The Relevance of Language Differences in International Business’, *EAFIT University School of Management*, Medellín, Colombia, 9 September.
- 2015 ‘Knowledge Exchange Processes in Multinational Teams’, *Uppsala University Department of Business Studies*, Uppsala, 27 March.
- 2015 ‘Knowledge Transfer in Multinational Corporations’, keynote speaker at the conference on ‘Knowledge Transfer across Borders: Integrative Approaches’ by the *National Institutes of the Humanities*, the *Japanese Society for the Promotion of Science* and *Göttingen University*, Göttingen, 14-16 January.
- 2014 ‘The Role of Culture in International Business: When to Localise and When to Standardise’, biannual conference of the top management of *Mediclinic International*, Mauritius, 12-13 November.
- 2014 ‘Managing Language Differences Across National Boundaries: Why It Matters for International HRM and Why it Is more Complicated Than ‘We All Speak English Anyway’’, *Vaasa University Business School*, Vaasa, 08 October.
- 2014 ‘Ockham’s Razor in International Business: Why Home and Host Country Context Matters More Than (Cultural) Distance’, *Aalto University School of Business*, Helsinki, 26 September.
- 2014 ‘Presentation of Past and Present Research Projects’, *Vaasa University Business School*, Vaasa, 04 September.
- 2014 ‘The Impact of Language Differences on International Business’, *JAAS Research Seminar*, Waseda Business School, Waseda University, Tokyo, 27 April.
- 2014 ‘International Careers in Academia’, WIAS Seminar, *Waseda University*, Tokyo, 11 April.

- 2014 ‘Opportunities and Constrains for Japanese Women Pursuing a Career: Between Self-fulfilment and Frustration’, *German Institute of Japanese Studies*, Tokyo, 10 April.
- 2014 ‘The Role of Culture in International Business: How to Choose When to Localise and When to Standardise’, Leadership Angle Talk, *Stellenbosch Business School*, Stellenbosch University, 21.02.2014.
- 2013 ‘The Interrelations between Cultural Differences, Team Interactions, Organizational Context and Performance in Multinational Teams’, *IESE*, Barcelona, 14 November.
- 2013 ‘Cultural Differences and Interactions in Multinational Teams’, Workshop International HRM, *Vienna University of Economics and Business Administration*, 04 November.
- 2012 ‘What Matters for the Performance of Multinational Teams?’, *ESCP Europe*, Paris Campus, 04 December.
- 2012 ‘How Multinational Teams Work Effectively’, *Doshisha University*, Business School, Kyoto, 12 October.
- 2012 ‘Japanese Career Women Working for Foreign Subsidiaries vs. Domestic Corporations: Motivations, Aspirations, Triumphs and Frustrations’, *Hitotsubashi University* and *American Chamber of Commerce in Japan*, Tokyo, 02 October.
- 2012 ‘Japanese Career Women Working for Foreign Subsidiaries: Differences to Working for Domestic Corporations’, *Tokyo University*, Institute of Social Science, 01 October.
- 2012 ‘The Impact of Language Barriers on Shared Mental Models in Multinational Teams’, Seminar at the School of Knowledge Science, *Japan Institute of Science and Technology (JAIST)*, Kanazawa, 21 September.
- 2012 ‘How Multinational Teams Negotiate a Hybrid Team Culture’, *University of New South Wales*, Australian Business School, Sydney, 29 March.
- 2012 ‘Linking Cultural Differences to Multinational Team Performance’, *Melbourne University*, Faculty of Business and Economics, 15 March.
- 2012 ‘Language competencies, policies and practices in multinational corporations: A comprehensive review and comparison Of Anglophone, Asian, Continental European and Nordic MNCs’, *University of Western Australia*, Perth, 02 March.
- 2011 ‘The Effectiveness of Multinational Teams: An Interaction Based Approach’, *Kyoto University*, 05 October.
- 2011 ‘Japanese Women Working for Domestic Companies versus for Foreign Subsidiaries: Career Opportunities and Beyond’, *Deutsches Institut für Japanstudien (DIJ)*, Tokyo, 03 October.
- 2011 ‘The Relevance of Organizational Culture for the Interactions in Multinational Teams’, Seminar at the School of Knowledge Science, *Japan Institute of Science and Technology (JAIST)*, Kanazawa, 16 September.
- 2011 ‘Hybrid Team Culture in Multinational Teams: An Interplay of Internal Interaction Dynamics and Organizational Culture’, Seminar at Research Institute for Economics & Business Administration (RIEB), *Kobe University*, 16 June.
- 2011 ‘Cross-Cultural Interactions: Studying Multinational Teams Beyond the Comparison of Cultural Value Dimensions’, *University of Edinburgh Business School*, 13 April.

- 2011 'The Relevance of Interaction Research in the Context of Multinational Teams', *Kent University Business School*, Canterbury, 01 February.
- 2010 'Conflicts in Foreign Subsidiaries: Japan versus the West', Human Resource Management Issues of Foreign Firms in Japan, *Joint Workshop by the RIEB Institute and IN-EAST*, Kobe University, Kobe, 24 February.
- 2010 'Cross-Cultural Interactions in Multinational Teams: A Multiple Case Study', *ESCP Europe*, Berlin, 08 February.
- 2009 'Career Opportunities for Japanese Women in Japanese Companies and Foreign Subsidiaries in Japan', *Brunel University Business School*, London, 22 July.
- 2009 'Country of Origin, Localization or Dominance Effect in International Human Resource Management', *Brunel University Business School*, London, 15 July.
- 2008 'Entrepreneurship and Innovation in the Korean Economy: Lessons from a Cross-Cultural Perspective', *Handong Global University, Global Edison Academy*, Pohang, 4 December.
- 2008 'Entrepreneurship in the Korean Economy Today: A Cross-Cultural Perspective', International Conference on Global Entrepreneurship, co-hosted by *The Federation of Korean Industries, The Korea Chamber of Commerce & Industry, Korea International Trade Association, Korea Federation of Small and Medium Business and Korea Employers Federation*, Seoul, 3 November.
- 2008 'Are Management Practices Converging towards 'Best Practices' across National and Cultural Boundaries?', *Korea University Business School*, Seoul, 31 October.
- 2008 'Japanese Human Resource Management: Moving towards US-Style Practices?', *Deutsches Institut für Japanstudien*, Tokyo, 25 August.
- 2008 'HRM Practices of American, Japanese and German MNCs in the Context of the Standardization-Localization Debate', *Fudan University Management School*, Shanghai, 14 July.
- 2008 'Japanese HRM: In the Process of Radical Change', *Kobe University*, Kobe, 27 March.
- 2007 'Die Metamorphose des japanischen Management Modells – Auf der Suche nach einem neuen Gleichgewicht zwischen Kontinuität und Wandel', 'The Metamorphosis of the Japanese Management Model – In the Search for a New Balance between Continuity and Change', *Wirtschaftskammer Österreich* (Chamber of Economics Austria), Vienna, 27 March.
- 2007 'HRM Practices of Headquarters and Subsidiaries of American, Japanese and German MNCs in the Context of the Standardization-Localization Debate', *Aston Business School*, Birmingham, 30 January.
- 2006 'Japan's Innovation System in Transition: Regional and Global Repercussions', Asia's Growing Importance in the Global Innovation System. Technological, Social and Cultural Dimensions', International Conference at the *Institute of Asian Affairs*, Hamburg, 17-19 March.
- 2005 'Cross-National Adoption Processes in HRM and the Universalism-Particularism Debate', *University of Melbourne*, Department of Management, 20 July.
- 2005 'How Different Cultures and Business Systems Translate into Different Pathways to Innovation. A Comparative Analysis of the USA and Japan', Proceedings of the Conference on Pathways to Innovation: Policies, Products, and Processes for

- Competitive Advantage in a Global Economy, *Nishogakusha University*, Tokyo, 20 May.
- 2004 ‘Renault-Nissan and DaimlerChrysler: What are the Lessons to be Learned?’, Proceedings of the Symposium on The Automotive Industry in Japan and Germany: Strategic Challenges and New Perspectives in the Age of Globalization, *Hosei University*, Tokyo, 12 December.
- 2004 ‘Cross-National Learning from Best Practice and the Convergence-Divergence Debate in HRM’, *San Jose State University*, Business College, 14 September.
- 2003 ‘HRM in the USA, Japan and Germany’, *Columbia Business School*, New York, 11 September.

CURRENT ACADEMIC ASSOCIATIONS MEMBERSHIPS

- ❖ Academy of Management
- ❖ Academy of International Business
- ❖ Association of Japanese Business Studies
- ❖ Deutscher Hochschulverband
- ❖ Verband der Hochschullehrer für Betriebswirtschaft e.V.

TEACHING EXPERIENCE

Course title	Level	Amount of instruction	University
❖ Managing across Cultures	MBA	Entire course (10 lectures)	UoE, Fudan, Korea U
❖ Management across Cultures	MSc	Entire course (14 lectures)	UoT, UoE, WU, Korea U
❖ Global Strategy	3 rd year UG	Entire course	UoT
❖ Managing across National Boundaries	4 th year UG	Entire course (10 lectures)	UoE
❖ International Business	MBA	3 lectures	UoE
❖ International Business	MBA	2 lectures	UoE
❖ Human Behaviour at Work	MBA	1 lecture	UoE
❖ Practice Seminar: An International Business Research Project in Collaboration with Managers	UG	Entire course (block format)	UoT
❖ Qualitative Research Methods in Management Studies	PhD	Entire course (block format)	UoT, StU, UD
❖ How to Publish in International Top Management Journals	PhD	Entire course (block format)	UoT, StU, EAFIT, UD
❖ Research Colloquium in International Business	PhD	Entire course	UoT
❖ Advanced Research Topics in Management	PhD	1 lecture	UoE
❖ PhD progress report	PhD	1 lecture	UoE

❖ Cultural Differences in Teaching Learning and Research	MBA	1 lecture	UoE
❖ Cultural Differences in Teaching Learning and Research	MSc	1 lecture	UoE
❖ European Business Strategy	4 th year UG	2 lectures	UoE
❖ Theoretical Foundations of International Business	3 rd year UG	5 lectures	UoE
❖ International Business: Globalisation and Trade	2 nd year UG	12 lectures	UoE
❖ International Business and the Multinational Enterprise	2 nd year UG	3 lectures	UoE
❖ International Business: Globalisation and Trade	2 nd year UG	12 tutorials	UoE
❖ International Business and the Multinational Enterprise	2 nd year UG	10 tutorials	UoE
❖ Japanese Business and Management	3 rd and 4 th year UG	Entire course (18 lectures)	SU
❖ Master Colloquium in International Business	2 nd year MSc	Entire course (block format)	UoT
❖ Master Seminar in International Business	2 nd year MSc	Entire course (block format)	UoT
❖ Bachelor Seminar in International Business	4 th year UG	Entire course (block format)	UoT
❖ Dissertation supervision	MBA, MSc, 4 th year UG	5 sessions	UoE, UoT

UoT: University of Tübingen; UoE: University of Edinburgh; Fudan: Fudan University (Shanghai); Korea U: Korea University (Seoul); WU: Vienna University of Economics and Business; StU: Stellenbosch University; UD: University of Dubai; EAFIT: EAFIT (Medellín); SU: Sophia University (Tokyo)

TEACHING FOR THE FOLLOWING UNIVERSITIES

Full courses:

- ❖ University of Tübingen (UG, MA, PhD courses)
- ❖ University of Edinburgh (UG, MA, MBA, PhD courses)
- ❖ Fudan University (Shanghai) (MBA course, joint programme with MIT Sloan Management School)
- ❖ Korea University (Seoul) (UG, MBA courses)
- ❖ Vienna University of Economics and Business Administration (MA course)
- ❖ Sophia University (Tokyo) (UG course)
- ❖ Stellenbosch University (PhD and junior faculty seminars)
- ❖ EAFIT University (post doc and junior faculty seminar)
- ❖ University of Dubai (post doc and junior faculty seminars)

Guest lectures:

- ❖ San Jose State University (California) (MBA course)
- ❖ Fudan University (Shanghai) (PhD course)
- ❖ Korea University (Seoul) (Masters course)
- ❖ Doshisha University (Kyoto) (MBA course) (twice)
- ❖ Waseda University (Tokyo) (PhD, Executive MBA, MBA and Masters courses) (twice)

- ❖ Melbourne University (Melbourne) (Masters course)
- ❖ Lucian Blaga University of Sibiu (Romania) (UG course)
- ❖ University of Vaasa Business School (Finland) (UG – Masters intermediary course)
- ❖ Umeå University School of Business and Economics (Sweden) (PhD course)
- ❖ EAFIT University (Medellín) (MBA course)
- ❖ Pontificia Universidad Católica Argentina (Masters course)
- ❖ Pontificia Universidad Católica Argentina (UG course)
- ❖ Vietnam National University (MBA course)
- ❖ Estonian Business School (summer programme)

FORMAL INSTRUCTION IN TEACHING

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|------|--|
| 2003 | Professional Certificate in University Teaching by the Centre for Teaching, Learning and Assessment, University of Edinburgh |
| 2001 | Workshop in Effective Tutoring by the Centre for Teaching, Learning and Assessment, University of Edinburgh |

ADMINISTRATIVE RESPONSIBILITIES AT TÜBINGEN UNIVERSITY

- | | |
|-------------|--|
| 2022 – | Member of the Faculty Council (the governing body of the Faculty of Economics and Social Sciences) |
| 2022 – | Member of the School Council (the governing body of the School of Business and Economics) |
| 2021 – | Member of the professorial board of the Faculty selecting students for scholarships |
| 2020 – | Professorial person of trust for the investigation of fraudulent behavior in research for the university |
| 2020 – | Deputy member of the faculty commission on the promotion of graduate students |
| 2018 – | Head of the PhD-Program in Business Studies of the School of Business and Economics |
| 2015 – 2017 | Deputy Chairperson of the Study Committee (the board deciding on teaching-related issues in Business Studies and Economics) |
| 2014 | Member of the “International Re-audit” project group of the University |
| 2013 | Member of the “International Audit” project group of the University |
| 2012 – 2016 | Vice Dean (stellvertretender Dekan) of the Faculty of Economics and Social Sciences (which comprises seven Schools) |
| 2012 – 2015 | Deputy Chairperson of the PhD Committee of the Faculty |
| 2011 – | Academic founding director of the MSc degree programme in International Business |
| 2011 – 2016 | Associate Dean for International Affairs (Prodekan), previously Director of International Affairs of the Faculty of Economics and Social Sciences; as Associate Dean member of the executive board of the Faculty of Economics and Social Sciences |

2011 – 2016	Chairperson of the International Committee of the Faculty
2010 – 2017	Member of the Faculty Council (the governing body of the Faculty of Economics and Social Sciences)
2010 – 2017	Member of the Study Committee (the board deciding on teaching-related issues in Business Studies and Economics)
2010 – 2013	Academic director of the MSc in General Management
2009 –	Member of appointment commissions for professorships in Business Taxation, Managerial Education, Marketing (twice), Managerial Accounting (twice), International Economic Relations and Labour Markets, Finance, Strategy, Organization Studies, Sinology and Geophysics (as representative for the rector)
2010 –	Member of the Board of Directors of the School of Business and Economics
2009 – 2010	Member of the Board of Directors of the Faculty of Business and Economics (until the merger with the Faculty of Social Sciences)
2009 –	Member of the Board of Directors of the Friedrich List Stiftung
2009 –	Director of the Department of International Business

PAST ADMINISTRATIVE RESPONSIBILITIES AT THE UNIVERSITY OF EDINBURGH

2007 – 2009	Member of the Senatus Academicus of the University of Edinburgh
2005 – 2008	Programme Director for the MSc in Management (responsible for the development and subsequently the running of the programme)
2005 – 2008	Member of the Postgraduate Studies Forum
2005 – 2008	Member of the Postgraduate Board of Studies
2003 – 2005	Exchange Programme Director (undergraduate studies) at the University of Edinburgh Management School (establishment of 11 new exchanges with top-universities in Europe, North America, Asia and Australia)
2001 – 2005	Member of the College of Humanities and Social Sciences International Committee
2001 – 2005	Director of Studies for exchange students (incoming and outgoing)

EXTERNAL EXAMINER

2023	<i>University of Dubai</i> , external examiner of a PhD dissertation
2022	<i>IESE Business School</i> , external examiner of a PhD dissertation
2020	<i>University of Erlangen-Nürnberg</i> , external examiner for a junior professor evaluation
2019	<i>IESE Business School</i> , external examiner of a PhD dissertation
2019	<i>University of St. Gallen</i> , external examiner of a habilitation (post-doc degree)
2019	<i>University of Dubai</i> , external examiner of two PhD dissertations

2018	<i>University of Dubai</i> , external examiner of a PhD dissertation
2016	<i>University of Kent</i> , external examiner of a PhD dissertation
2013	<i>ESCP Europe</i> , Berlin Campus, external examiner for a PhD dissertation
2009 – 2012	<i>Warwick Business School</i> , eight different postgraduate degree programmes, mainly at MBA level for International Business, International Marketing, European Business and Management
2006 – 2010	<i>Allfinanz Akademie Hamburg</i> , MBA programme (the first MBA programme delivered in Germany), accredited by the University of Wales

SERVICES TO THE ACADEMIC COMMUNITY

2023	Evaluator for promotion application to full professorship at <i>University of Dubai</i>
2022	Evaluator for promotion application to senior lecturer at <i>University of Edinburgh</i>
2020	Evaluator of professorship applications for <i>Aalto University</i> , Helsinki
2019	Evaluation of the tenure track criteria of the World Trade Department of the Vienna University of Economics and Business Administration for the accreditation agency <i>AQ Austria</i>
2018	Senior Advisor for the Paper Development Workshop of the International Management Division at the <i>Academy of Management Annual Meeting</i> in Chicago
2018 – 2020	Vice-Chairperson of the <i>International Management Division of the German Academic Association for Business Research</i> (Stellvertretender Vorsitzende der International Management Kommission des Verbands der Hochschullehrer der Betriebswirtschaft (VHB))
2016 – 2018	Professor in charge of the <i>PhD and Junior Faculty Training of the International Management Division of the German Academic Association for Business Research</i> (Nachwuchsbeauftragter im VHB für International Management)
2016 – 2017	Co-organizer of the <i>Studium Generale lecture series on 'Trust in the Globalized Society: Challenges and Solutions'</i> at the University of Tübingen
2016	Member of a <i>committee of the German Rectors' Conference</i> (the voluntary association of state and state-recognized universities in Germany) on the internationalization of curricula
2015	Evaluation of a research grant proposal for <i>Xi'an Jiaotong-Liverpool University</i>
2014	Member of the Ralph Alexander Dissertation Award Committee of the <i>Academy of Management</i>
2012 –	Member of the Research Committee of the International Management Division of the <i>Academy of Management</i>

2012	Member of the International HRM Scholarly Award Committee of the Human Resource Management Division of the <i>Academy of Management</i>
2012	Co-Chairperson for the Early Career Consortium at <i>International Federation of Scholarly Associations of Management (IFSAM) 11th Bi-Annual Conference</i> at Limerick, Ireland, 26-29 June 2012
2012	Member of the Accreditation Commission for the Global Executive MBA programme of the Handelshochschule Leipzig for the <i>accreditation agency Acquin</i>
2011	Evaluation of planned submissions of the School of Management at <i>Royal Holloway, University of London</i> for the next Research Excellence Framework (REF)
2011	Member of the Doctoral Consortium at the <i>Academy of International Business (UK and Ireland Chapter) 38th Annual Conference</i> , Edinburgh, 14-16 April 2011.
2010	Member of the Accreditation Commission for the double degree Master programme in German-French Management at Augsburg University for the <i>accreditation agency Acquin</i>
2009 –	Member of the Advisory Board of the student association <i>InOne Consult</i> at Tübingen University
2008	Member of the International Advisory Board for the International MBA programme at <i>Doshisha University, Kyoto</i>
2007-2009	Member of the Local Advisory Board of the student association <i>AIESEC</i> at the University of Edinburgh
2007	Member of the committee of the <i>HR Division of the Academy of Management</i> selecting the most influential papers in International HRM
2005 –	<i>Track chair</i> at conferences such as the Academy of Management, Academy of International Business and Academy of Japanese Business Studies
1998 – 1999	President of the association <i>CONNE-Cologne Nippon Network e.V.</i>
1997 – 2000	Member of the European Advisory Committee for the <i>CEMS Graduate Conferences</i>
1996 – 2000	President of the <i>CEMS Graduate Conference Committee Köln e.V.</i>
1995 – 1999	Participation at student conferences in Cologne, Barcelona, St. Gallen, Berkeley, Nashville, Rotterdam, Budapest and Cambridge, MA

LANGUAGE SKILLS

German: Native language	Italian: Fluent
English: Fluent	Spanish: Intermediate level
French: Fluent	Japanese: Basic knowledge