

## MING-JER CHEN

### Office:

The Darden School  
University of Virginia  
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2245 Rocky Run  
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## I. EDUCATION:

Tutorials in Ancient Chinese Philosophical and Historical Texts (772-222 BC, e.g., Confucius, the I-Ching, and Sun Tsu), 1976-1981.

Ph.D., University of Maryland (Major Field: Strategic Management), December 1988.

MBA, University of Maryland (Major Fields: Management and Finance), May 1985.

M.Ed., National Taiwan Normal University (Major Fields: Public Administration and Social Sciences of Contemporary China), June 1979.

BS, National Taipei University (formerly Chung-Hsing University) (Major Field: Business and Management), June 1976.

## II. PROFESSIONAL EXPERIENCE:

2004 -	Leslie E. Grayson Professor of Business Administration The Darden Graduate School, University of Virginia
2001 – 2003	E. Thayer Bigelow Research Professor of Business Administration The Darden Graduate School, University of Virginia
1997 – 2000	Founding Director Global Chinese Business Initiative The Wharton School, University of Pennsylvania
1988 – 1996	Assistant and Associate Professor of Strategic Management Graduate School of Business, Columbia University
1984 – 1987	Instructor College of Business and Management, University of Maryland

### III. VISITING APPOINTMENTS:

2017-	Visiting Distinguished Professor, Schwarzman Scholars Program, Tsinghua University
2016-	Honorable Distinguished Chair Professor, Guanghua School of Management, Peking University
2013 - 2016	Honorable Distinguished Chair Professor, School of Economics and Management, Tsinghua University, Beijing
2010 -	Honorable Distinguished Professor, School of Management, Fudan University, Shanghai
2008 -	Honorable University Chair Professor, National Chengchi University, Taipei
1997 -	Senior Fellow, Asia-Pacific Institute of Business Chinese University of Hong Kong
2007 – 2008	E-Sun Honorable Professor of Knowledge Management, College of Business Administration, National Taiwan University
1997 – 2004	Visiting Chair Professor of Management, Faculty of Business Administration, Chinese University of Hong Kong
1997 – 2004	Visiting Chair Professor of Management School of Management, Imperial College of Science, Technology and Medicine, London
1998 – 2000	External Examiner, National University of Singapore
1997	Harry W. Reynolds Visiting Professor of International Management, the Wharton School, University of Pennsylvania, 1997

### IV. PUBLICATIONS IN REFEREED JOURNALS:

Ming-Jer Chen. 2018 (accepted for publication). “The Research-Teaching ‘Oneness’ of Competitive Dynamics:Toward an Ambicultural Integration.”

Ming-Jer Chen. 2016. “Competitive Dynamics: Eastern Roots, Western Growth,” Cross Cultural and Strategic Management, 23(4): 510-530.

Chen, Ming-Jer and Danny Miller, 2015. “Reconceptualizing Competitive Dynamics: A Multidimensional Framework,” Strategic Management Journal, 36: 758-775.

- Kai-Yu Hsieh, Wenpin Tsai, and Ming-Jer Chen. 2015. "If They Can Do It, Why Not Us? Competitors as Reference Points for Justifying Escalation of Commitment," Academy of Management Journal, 58:38-58.
- Chen, Ming-Jer, 2014. Presidential Speech: "Becoming Ambicultural: A Personal Quest—and Aspiration for Organizations," Academy of Management Review, 39: 119-137.
- Chen, Ming-Jer and Danny Miller. 2012. "Competitive Dynamics: Themes, Trends, and a Prospective Research Platform," Academy of Management Annals, 6 (1): 135-210.
- Chen, Ming-Jer and Danny Miller. 2011. "The Relational Perspective as a Business Mindset: Lessons from East and West," Academy of Management Perspective, 25 (3): 6-18.
- Tsai, Wenpin, Kuo-Hsien Su, and Ming-Jer Chen. 2011. "Seeing Through the Eyes of a Rival: Competitor Acumen Based on Rival-Centric Perceptions," Academy of Management Journal, 54: 761-778.
- Chen, Ming-Jer, Hao-Chieh Lin, & John Michel. 2010. "Navigating in a Hypercompetitive Environment: The Roles of Action Aggressiveness and TMT Integration," Strategic Management Journal, 31: 1410-1430.
- Chen, Ming-Jer and Danny Miller. 2010. "West Meets East: Toward an Ambicultural Approach to Management," Academy of Management Perspective, 24 (4): 17-24.
- Chen, Ming-Jer. 2010. "Reflecting on the Process: Building Competitive Dynamics Research," Asia Pacific Journal of Management, 27: 9-24.
- Chen, Ming-Jer. 2009. "Competitive Dynamics Research: An Insider's Odyssey," Asia Pacific Journal of Management, 26: 5-26.
- Chen, Ming-Jer. 2008. "Reconceptualizing the Competition-Cooperation Relationship: A Transparadox Perspective," Journal of Management Inquiry, 17: 288-304 (this paper won the journal's annual Breaking the Frame Best Paper Award).
- Hambrick, Donald C. and Ming-Jer Chen. 2008. "New Academic Fields as Admittance-Seeking Social Movements: The Case of Strategic Management," Academy of Management Review, 33:32-54.
- Nag, Rajiv, Donald C. Hambrick and Ming-Jer Chen. 2007. "What is Strategic Management, Really? Empirical Induction of A Consensus Definition of the Field." Strategic Management Journal, 28:935-955.
- Chen, Ming-Jer, Kuo-Hsien Su, and Wenpin Tsai. 2007. "Competitive Tension: The Awareness-Motivation-Capability Perspective," Academy of Management Journal, 50:101-108.
- Chen, Ming-Jer, S. Venkataraman, Sylvia S. Black, and Ian C. MacMillan. 2002. "The Role of Irreversibilities in Competitive Interaction: Behavioral Considerations from Organization Theory." Managerial and Decision Economics, 23:187-207.
- Chen, Ming-Jer. 2002. "Transcending Paradox: The Chinese "Middle Way" Perspective," Asia Pacific Journal of Management, 19:179-199.
- McGrath, Rita G., Ming-Jer Chen, and Ian C. MacMillan. 1998. "Multimarket Maneuvering in Uncertain Spheres of Influence: Resource Diversion Strategies," Academy of Management Review, 23: 724-740.
- Hambrick, Donald C., Theresa Cho, and Ming-Jer Chen. 1996. "The Influence of Top Management Team Heterogeneity on Competitive Moves," Administrative Science Quarterly, 41: 659-684.
- Chen, Ming-Jer. 1996. "Competitor Analysis and Inter-firm Rivalry: Toward a Theoretical Integration," Academy of Management Review, 21: 100-134 (this paper won the journal's annual Best Paper Award; an

earlier version of this paper received the 1995 Glueck Best Paper Award of the Academy's Business Policy and Strategy Division).

Miller, Danny and Ming-Jer Chen. 1996. "The Simplicity of Competitive Repertoires: An Empirical Analysis," Strategic Management Journal, 17: 419-439 (lead article) (an earlier version of this paper received the 1993 Glueck Best Paper Award of the Academy's Business Policy and Strategy Division.)

Miller, Danny and Ming-Jer Chen. 1996. "Nonconformity in Competitive Repertoires: A Sociological View of Markets," Social Forces, 74: 1209-1234.

Chen, Ming-Jer and Donald C. Hambrick. 1995. "Speed, Stealth, and Selective Attack: How Small Firms Differ from Large Firms in Competitive Behavior," Academy of Management Journal, 38: 453-482.

Chen, Ming-Jer and Danny Miller. 1994. "Competitive Attack, Retaliation and Performance: An Expectancy-Valence Framework." Strategic Management Journal, 15: 85-102 (lead article).

Miller, Danny and Ming-Jer Chen. 1994. "Sources and Consequences of Competitive Inertia: A Study of the U.S. Airline Industry." Administrative Science Quarterly, 39: 1-23 (lead article).

Chen, Ming-Jer, Jiing-Lih Farh, and Ian C. MacMillan. 1993. "An Exploration of the "Expertness" of Outside Informants." 1993. Academy of Management Journal (Special Research Forum on Methodology), 36: 1614-1632.

Chen, Ming-Jer and Ian C. MacMillan. 1992. "Nonresponse and Delayed Response to Competitive Moves: The Roles of Competitor Dependence and Action Irreversibility." Academy of Management Journal, 35: 359-370.

Chen, Ming-Jer, Ken G. Smith, and C.M. Grimm. 1992. "Action Characteristics as Predictors of Competitive Responses." Management Science, 38: 439-455.

Smith, Ken G., C.M. Grimm, M.J. Gannon, and Ming-Jer Chen. 1991. "Organizational Information-Processing, Competitive Responses and Performance in the U.S. Domestic Airline Industry." Academy of Management Journal, 34: 60-85.

Smith, Ken G., James P. Guthrie, and Ming-Jer Chen. 1989. "Strategy, Size and Performance." Organization Studies, 10: 63-81.

Smith, Ken G., C.M. Grimm, Ming-Jer Chen, and M.J. Gannon. 1989. "Predictors of Response Time to Competitive Strategic Actions: Preliminary Theory and Evidence." Journal of Business Research, 18: 245-258.

## **V. BOOK PUBLICATION:**

Chen, Ming-Jer. 2008/09. "Competitive Dynamics: A Research Odyssey (in Chinese)," Best-Wise (Taipei); Peking University Press (Beijing).

Chen, Ming-Jer. 2001/06. "Inside Chinese Business: A Guide for Managers Worldwide," Harvard Business School Press (German translation by Campus Verlag in 2004 under the title *Geschäfte machen mit Chinesen: Insiderwissen für Manager*).

## **VI. INVITED PUBLICATION AND BOOK CHAPTER:**

Chen, Ming-Jer. "Academic Entrepreneurship: The Journey of Competitive Dynamics from Zero to N." Quarterly Journal of Management (in Chinese), 2016, 1 (3): 1-16.

Ke, Jie. 2014. "Ambicultural Ambassador between East and West: Interview with Dr. Ming-Jer Chen, Part II," Journal of Chinese Human Resource Management, 5 (2): 177-185.

Ke, Jie. 2014. "Ambicultural Ambassador between East and West: Interview with Dr Ming-Jer Chen, Part I," Journal of Chinese Human Resource Management, 5 (1): 75-83.

Chen, Ming-Jer. 2011. "Retrospective and Prospective Examination of Chen (1996)," in Gedion Markman and Phil Phan (eds.), Market Entry, Competitive Dynamics, and Entrepreneurship. Edward Elgar (under the auspices of the Johns Hopkins University), 11-15.

Gemino, Javier, Ming-Jer Chen, and Jonghoon Bae, 2006. "Dynamics of Competitive Repositioning: A Multidimensional Approach," in Joel Baum, S.D. Dobrey, & A. van Witteloostuijn (eds.), Strategy and Ecology: Advanced in Strategic Management, Oxford: UK JAI/ Elsevier, 23, 399-441.

Chen, Ming-Jer. 2004. "Competitive Dynamics among Entrepreneurial Firms," in Michael A. Hitt and R. Duane Ireland (eds.), The Blackwell Encyclopedic of Management, Volume 3 (Entrepreneurship), Oxford, UK: Blackwell Publishers Ltd; 38-40

Chen, Ming-Jer. 2004. "Forward: Wall Street Meets Great Wall," in Anu Gulati and Angela Li (eds.), Kellogg on China: Successful Strategies, Evanston, IL: Northwestern University Press; xi-xvii

Chen, Ming-Jer. 1998. "Recent Trends in Global Competition: Implications for Chinese Business," in Bor-Shiuan Cheng, Kuo-Long Huang, & Chien-Chih Kuo (eds.), Chinese Legacies and Management in Taiwan and China, in Chinese, Sinyi Cultural Foundation, Taipei, 81-131.

Venkataraman, Sankaran, Ming-Jer Chen, and Ian. C. MacMillan. 1997. "Anticipating Reactions: Factors that Shape Competitor Responses," in G. S. Day and D. J. Reibstein (eds.), Wharton on Dynamic Competitive Strategies. New York: John Wiley & Sons, 198-219.

Chen, Ming-Jer. 1997. "Sam Kotz-Teacher and Mentor," in N. L. Johnson and N. Balakrishnan (eds.), Advances in the Theory and Practice of Statistics: A Volume in Honor of Samuel Kotz. New York: John Wiley & Sons, 23-27.

Chen, Ming-Jer. 1997. "Strategic Management Teaching and Research" Sun Yat-Sen Management Review (in Chinese), Taiwan, 5 (3), 469-492.

## **VII. PUBLICATIONS IN BEST PAPERS PROCEEDINGS OF NATIONAL AND INTERNATIONAL CONFERENCES:**

Nadkarni, Sucheta, Tianxu Chen, Ming-Jer Chen, and Jianhong Chen. 2013. "The Clock Is Ticking! CEO Temporal Depth, Industry Clockspeed, and Competitive Action Speed," Academy of Management Best Paper Proceedings, 1-6.

Chen, Ming-Jer, Hao-Chieh Lin, and John Michel. 2009. "Prospering in a Hypercompetitive Environment: The Roles of TMT Dynamics and Competitive Behavior," Academy of Management Best Paper Proceedings, 1-6.

Hsieh, Kai-Yu and Ming-Jer Chen, 2009. "Who Follow Whom? Asymmetric Competition in Cross-Border Market Expansion," Academy of Management Best Paper Proceedings, 1-6.

Nag, Rajiv, Donald C. Hambrick and Ming-Jer Chen. 2006. “Strategic Management and Its Intellectual Connection with Adjacent Academic Fields: An Insider-Outsider View,” Academy of Management Best Paper Proceedings, 1-6.

Hambrick, Donald C. and Ming-Jer Chen. 2005. “New Academic Fields as Social Movements: The Case of Strategic Management,” Academy of Management Best Paper Proceedings, 1-6

Nag, Rajiv, Donald C. Hambrick and Ming-Jer Chen. 2005. “What Is Strategic Management, Really? A Consensus View on the Essence of the Field,” Academy of Management Best Paper Proceedings, 1-6.

Chen, Ming-Jer and John Michel. 2004. “The Strategic Management Field: A Survey-based Status Review and Assessment,” Academy of Management Best Papers Proceedings, 1-6.

Gimeno, Javier and Ming-Jer Chen. 1998. “The Dynamics of Competitive Positioning: A Pair-Wise Perspective,” Academy of Management Best Paper Proceedings, O1-O8.

Chen, Ming-Jer and Kristin Stucker. 1997. “Multinational Management and Multimarket Rivalry: Toward a Theoretical Development of Global Competition,” Academy of Management Best Papers Proceedings, 2-6.

Chen, Ming-Jer. 1995. “Competitor Analysis and Inter-firm Rivalry: Toward a Theoretical Integration,” Academy of Management Best Papers Proceedings, 7-11. (The paper, selected from 360 submissions, received the 1995 Glueck Best Paper Award of the Business Policy and Strategy Division.)

Miller, Danny and Ming-Jer Chen. 1995. “Nonconformity in Competitive Repertoires,” Academy of Management Best Papers Proceedings, 256-260.

Cho, Theresa, Donald C. Hambrick, and Ming-Jer Chen. 1994. “Effects of Top Management Team Characteristics on Competitive Behaviors of Firms.” Academy of Management Best Papers Proceedings, 12-16.

Miller, Danny and Ming-Jer Chen. 1993. “The Simplicity of Competitive Repertoires: An Empirical Analysis.” Academy of Management Best Papers Proceedings, 32-36. (The paper, selected from 300 submissions, received the 1993 Glueck Best Paper Award of the Business Policy and Strategy Division.)

Chen, Ming-Jer and Ken G. Smith. 1987. “Samples Used in Strategic Management Research.” Academy of Management Best Papers Proceedings, 7-11.

Smith, Ken G., James P. Guthrie, and Ming-Jer Chen. 1986. “Miles and Snow's Typology of Strategy, Organizational Size and Organizational Performance.” Academy of Management Best Papers Proceedings, 45-49.

## **VIII. BUSINESS ARTICLES:**

### **The Washington Post: Case in Point**

“Lights, Camera, Lego: How an ‘Active Play’ Giant Took a Chance on Hollywood” (with Jenny Craddock), October 20, 2017.

“Lack of Cultural Fluency Set Back Construction of a Bilingual School” (with Yi Ping Chan), November 19, 2016.

“Navigating between Two Value Systems with Ambiculturalism” (with Gerry Yemen), July 31, 2016.

“Using the Power of ‘One’ as a Business Practice,” July 8, 2012.

### **Darden Ideas to Action:**

“The Power of One: East Meets West in Strategy” (with Mary Summers Whittle) December 13, 2017.

“A Good Fit? Lego and Warner Bros” (with Jenny Craddock), October 25, 2017.

“Beyond Competitive Dynamics: From ‘Winner Take All’ to ‘Lifting All Boats’” (with Mary Summers Whittle), December 15, 2016.

“Lost in Translation: Culture and Strategy” (with Yi Ping Chan), November 23, 2016.

“Ambiculturalism: Differences in Harmony” (with Gerry Yemen), October 14, 2016.

“Becoming Ambicultural: Managing Business and Beyond” (with Charles Tucker), January 12, 2016.

“The Nuances of Cross-Cultural Communication,” March 26, 2015.

“New ‘Ambicultural’ Manager Combines Best of East and West” (with Gerry Yemen), June 20, 2014.

### **Harvard Business Review (traditional Chinese) Column on Competitive Dynamics:**

“Proving Yourself in a Dynamic, Competitive Environment,” July 2012, 30-31.

“Competitive Dynamics versus Static Industry Analysis,” August 2012, 24-25.

“Understanding the Essence of Competitive Dynamics,” September 2012, 30-31.

“Action and Response: Foundation of Competitive Analysis,” October 2012, 30-31.

“Predict Rivals' Responses: AMC,” November 2012, 28-29.

“AMC Analysis,” December 2012, 30-31.

“The Awareness-Motivation-Capability Framework (AMC) Revisited,” January 2013, 30-31.

“Competitive Dynamics: An East-West Ambicultural Integration,” February 2013, 14-15.

“Industry Ecosystem: Competition Beyond Industry Boundaries,” March 2013, 30-31.

“Competitor Analysis: Market Commonality-Resource Similarity,” April 2013, 30-31.

“Application of “Market Commonality-Resource Similarity,” May 2013, 24-25.

“Indirect Competition,” June 2013, 24-25.

“Strategy Analysis and Competitive Dynamics,” July 2013, 30-31.

“The ‘Culture-Strategy-Execution’ Trio and Competitive Dynamics (I),” August 2013, 22-23.

“The ‘Culture-Strategy-Execution’ Trio and Competitive Dynamics (II),” September 2013, 26-27.

- “From Competitive Dynamics to Cooperation Dynamics,” October 2013, 34-35.
- “Cooperation Analysis from a Competitive Dynamics Perspective,” November 2013, 38-39.
- “Attention Management in Competitive Dynamics (I),” December 2013, 36-37.
- “Attention Management in Competitive Dynamics (II),” January 2014, 34-35.
- “Attention Management in Competitive Dynamics (III),” February 2014, 24-26.

Chen, Ming-Jer. 2014. “Ambicultural Thinking: A Mindset for Tomorrow’s Leaders,” in *Educating Tomorrow’s Thought-Leaders: Distinguished Scholars Answer a Burning Question* (eds.), Strategic Management Society, August 2014.

Chen, Ming-Jer. 2011. “Wangdao Business Leaders” (in Chinese), Peking University Business Review, 8: 40-43.

Chen, Ming-Jer. 2006. “Chinese Business Oversea Expansion: Lessons of and Implications from the Three Recent Cases” (in Chinese), Peking University Business Review, 3: 28-33.

Chen, Ming-Jer. 2006. “FedEx in China” (in Chinese), Business Management Review, August 2006: 22-26.

#### **IX. AWARDS AND HONORS:**

Career Award for Distinguished Educator, Academy of Management, 2014.

The Management Medal, Chinese Management Association (Taipei), 2013.

Elected to Fellow, Strategic Management Society, 2012.

Convenor, Strategic Management Society Special Conference in China, 2012.

Elected to President, Academy of Management, 2011-2013.

Elected to Fellow, Academy of Management, 2011.

Distinguished Alumni Award, National Taipei University (formerly Chung-Hsing University), 2010.

Elected to Vice President and Program Chair, Academy of Management, 2009-2011.

Breaking the Frame Best Paper Award, Journal of Management Inquiry, 2009.

Selected as one of the seventy-two role models from the international business, cultural, and social arenas, Commonwealth Magazine (Taipei), 2008.

Keynote speech, Asia Academy of Management Conference, Taipei, 2008.

Best Paper Award, Taiwan Academy of Management Proceedings, 2007.

Elected to Rep at Large, Competitive Strategy Track, Strategic Management Society, 2006-2008.

Invited to conduct a five-year review of National Taiwan University’s School of Management, 2005

Nominee for Outstanding Faculty Award, the Darden School, University of Virginia, 2004 and 2005.



Wachovia Award for Excellence in Course Material Development: Pedagogical Excellence, the Darden School, University of Virginia, 2003.

Wachovia Award for Research Excellence: Significant Publication in a Book Forum, the Darden School, University of Virginia, 2002.

Elected to Chair (1999-2001), Program Chair (1997-1999), and Executive Committee (1995-1997) of the Business Policy and Strategy Division, Academy of Management.

Elected to Academy of Management Journal's Hall of Fame (under the "Honorable Mention" category), 2000.

Best Paper Award, Academy of Management Review, 1997.

Distinguished Research Fellow, Sol C. Snider Entrepreneurial Research Center, the Wharton School, University of Pennsylvania (1997-2001).

Harry W. Reynolds Visiting Professor of International Management, the Wharton School, University of Pennsylvania, 1997.

Allan N. Nash Memorial Award for Distinguished Doctoral Graduate, College of Business, University of Maryland, 1996.

The Glueck Best Paper Award, Business Policy and Strategy Division, Academy of Management, 1995.

The Glueck Best Paper Award, Business Policy and Strategy Division, Academy of Management, 1993.

Crosby/Foggit Fellowship, The Wharton School, University of Pennsylvania, 1990-1994.

Citifellow, The Wharton School, University of Pennsylvania, 1990-1992.

General Motors Research Fellowship, Graduate School of Business, Columbia University, 1990-1991.

Outstanding College Teacher Award, College of Business and Management, University of Maryland, Spring, 1986 (highest course rating in the College).

Doctoral Dissertation Fellowship, University of Maryland (one of ten recipients), 1987-1988.

Frank T. Paine Academic Achievement Award, College of Business and Management, University of Maryland, 1987.

Allan N. Nash Outstanding Doctoral Student Award, College of Business and Management, University of Maryland, 1987.

## **X. EDITORIAL REVIEW/ADVISORY BOARDS:**

Asia Pacific Journal of Management (2001 - )

Management and Organization Review (2007 - )

Harvard Business Review (Traditional Chinese) (2011 - )

Strategic Management Journal (1993 - 2017)

Academy of Management Journal (1994 – 1998; 2009-2013)

Academy of Management Review: Associate Editor (2005 - 2008)

Organization Science (1993 - 2008)

Strategic Organization (2001 - 2005)

Journal of Business Venturing (1993 - 1999)

Competitive Intelligence Review (1994 - 1999)

Journal of Market-Focused Management (1996 - 1999)

Sun Yat-Sen Management Review (Taiwan) (1996 - 2008)

## **XI. ACADEMIC ADVISORIES:**

Strategic Advisory Board Member, School of Management, Nankai University (2014 - )

International Advisory Board Member, School of Management, Fudan University (2013 - )

Advisory Board Member, School of Business, Sun Yet-Sen University (2011 - )

Advisory Board Member, Tsinghua Business Review (China) (2011 - )

Advisory Board Member, Business Review (China) (2002 - )

Academic Advisory Committee Member, School of Entrepreneurship and Management, ShanghaiTech University (2013 - 2016)

Management Board Member, Asian-Pacific Institute of Business, Chinese University of Hong Kong (1997- )

Academic Advisor, the Chinese Management Centre, University of Hong Kong (1998- )

Academic Advisory Board, the Hang Lung Center for Organizational Research, Hong Kong University of Science and Technology (1999- )

Steering Committee, Asian Academy of Management (1998 - 2000)

Steering Committee, China-International Business Project, Columbia University (1994 - 2004)

Co-chair, Seminar on China-International Business, Columbia University (1994 - 2004)

## **XII. MANUSCRIPTS UNDER REVIEW OR IN PREPARATION:**

Liu, Leigh Anne, Hao-Chieh Lin, Wan-Chien Lien, and Ming-Jer Chen. “TMT Shared Mental Models and Competitive Proactivity,” (under second review at Strategic Management Journal).

Chen, Jianhong, Wenpin Tsai, and Ming-Jer Chen. “Time Horizon Diversity, Competitive Repertoire Balance, and Firm Performance,” (ready for Journal of Applied Psychology).

Lin, Hao-Chieh, Wenpin Tsai, Yu-Sheng Liu, and Ming-Jer Chen. "Action Creativity in Munificent Competitive Environment: A Moderated Mediation Analysis," (ready for Strategic Management Journal).

Lin, Hao-Chieh, John Michel, Kuo-I Chang, and Ming-Jer Chen. "Executive Interplay: Exploring the Influence of CEO Dominance and TMT Integration on Competitive Readiness and Firm Performance" (ready for Strategic Management Journal).

Chen, Ming-Jer. "Academic Entrepreneurship: From Competitive Dynamics to a Research-Centered, Ambicultural Career" (ready for Asia Pacific Journal of Management).

Chen, Ming-Jer and Danny Miller. "Micro Foundations and Transformative Configurations of Relational Competitive Dynamics" (ready for Strategic Management Review).

Jianhong Chen, Tianxu Chen, Wenpin Tsai, and Ming-Jer Chen. "Rock the Boat: How Does a Firm Disrupt Rival's Competitive Rhythm?"

#### **XIV. REFEREED PRESENTATIONS AT NATIONAL AND INTERNATIONAL CONFERENCES:**

Jianhong Chen, Ming-Jer Chen, and Wenpin Tsai. "Time Horizon Diversity, Competitive Repertoire Balance, and Firm Performance," Academy of Management 2017 Annual Meetings.

Leigh Anne Liu, Hao-Chieh Lin, Wan-Chien Lien, and Ming-Jer Chen. "TMT Strategic Cohesion in the Paradox of Competition and Cooperation: A Moderated Mediation Model," Academy of Management 2017 Annual Meetings.

Ming-Jer Chen. "Competitive Dynamics: Eastern Roots, Western Growth," Academy of Management 2016 Annual Meetings.

Lin, Hao-Chieh, Tsai, Wenpin, Liu, Yu-Sheng, and Chen, Ming-Jer. "Action Creativity in Munificent Competitive Environment: A Moderated Mediation Analysis," Academy of Management 2016 Annual Meetings.

Lin, Hao-Chieh, John Michel, Kuo-I Chang, Ming-Jer Chen. "Executive Interplay: CEO Dominance and TMT Integration Effect on Competitive Readiness and Performance," Academy of Management 2016 Annual Meetings.

Chen, Ming-Jer, Hao-Chieh Lin and Wan-Chien Lien. "CEO Dominance, Perceived Environment, and Competitive Behavior: A Moderated-Mediation Model of Performance," Strategic Management Society 2015 Annual International Conference.

Chen, Ming-Jer, "Becoming an (Ambicultural) Educator," the symposium on How to Become Successful at the Academy of Management, Academy of Management 2015 Annual Meetings.

Chen, Ming-Jer, Hao-Chieh Lin and Wan-Chien Lien. "Executive Dynamics, Competitive Response, and Firm Performance," Academy of Management 2015 Annual Meetings.

Chen, Ming-Jer and Leigh Anne Liu "Managing in the New Demographic Reality: Bicultural, Multicultural -- or Ambicultural?", the PDW Workshop on Unleashing the Potential of Migrants, Diaspora, and the Boundaryless Workforce, Academy of Management 2015 Annual Meetings.

Chen, Ming-Jer, "Becoming Ambicultural: A Few Observations and Reflections," the workshop on Enriching Paradox Theory: Comparing Eastern and Western Views, Academy of Management 2014 Annual Meeting.

Lin, Hao-Chieh, Ming-Jer Chen, John Michel, and Kuo-I Chang, "CEO-TMT Interplay, Competitive Readiness, and Firm Performance: An Integrated Consideration," Academy of Management 2014 Annual Meetings.

Nadkarni, Sucheta, Tianxu Chen, Ming-Jer Chen, and Jianhong Chen. "The Clock Is Ticking! CEO Temporal Depth, Industry Clockspeed, and Competitive Action Speed," Academy of Management 2013 Annual Meetings.

Chen, Ming-Jer, "Strategic Management Revisited: An Ambicultural View," 2013 Strategic Management Society Conference.

Miller, Danny, Hao-Chieh Lin, Ming-Jer Chen, and Isabelle Le Braton-Miller, "Relational Competition in Taiwan," 2013 Strategic Management Society Conference.

Chen, Ming-Jer, Hao-Chieh Lin, and John Michel, "Perceived Environment, TMT Dynamics, and Competitive Responsiveness: A Mediated Model of Performance," Academy of Management 2012 National Meetings.

Hsieh, Kai-Yu, Wenpin Tsai, and Ming-Jer Chen, "Expand Further—Despite Continuing Losses? Competitor as reference Points for Escalating Market Commitment," Academy of Management 2012 National Meetings.

Hsieh, Kai-Yu and Ming-Jer Chen, "Responding to Rivals' Actions: Beyond Dyadic Conceptualization of Interfirm Rivalry," Academy of Management 2010 National Meetings.

Chen, Ming-Jer, Hao-Chieh Lin, & John Michel. "Prospering in a Hypercompetitive Environment: The Roles of TMT Dynamics and Competitive Behavior," Academy of Management 2009 National Meetings.

Hsieh, Kai-Yu and Ming-Jer Chen, "Who Follow Whom? Asymmetric Competition in Cross-Border Market Expansion," Academy of Management 2009 National Meetings.

Chen, Ming-Jer, Tieying Yu, John Michel, and Bert Cannella. "Host-Country MNC Competitive Behavior: Roles of Strategic Significance and Institutional Dissimilarity," Academy of Management 2009 National Meetings.

Chen, Ming-Jer and Hao-Chieh Lin. "Industry Environment, Competitive Readiness: and Firm Performance," Academy of Management 2008 National Meetings.

Lin, Hao-Chieh and Ming-Jer Chen. "Competitive Readiness: Top Management Determinants and Performance Consequences," Academy of Management 2008 National Meetings.

Tsai, Wenpin, Kuo-Hsien Su, and Ming-Jer Chen. "Competitive Acumen: Market Antecedents and Consequences," Academy of Management 2008 National Meetings.

Hsu, Mu-Yen and Ming-Jer Chen. "Competitive Analysis and Interfirm Rivalry: Toward a Formal Model", Academy of Management 2007 National Meetings.

Michel, John and Ming-Jer Chen, "Intellectual and Institutional Interpretations of Scholars' Professional Behaviors: An Analysis of Strategic Management Members," Academy of Management 2007 National Meetings.

Chen, Ming-Jer and Hao-Chieh Lin. "Executive Dynamics, Competitive Readiness, and Firm Performance", Academy of Management 2007 National Meetings.

Tsai, Wenpin, Kuo-Hsien Su, and Ming-Jer Chen. "Competitive Acumen: Market Antecedents and Consequences," 2007 Strategic Management Society Conference, San Diego, U.S.

Chen, Ming-Jer, Tieying Yu, John Michel, and Bert Cannella. "Cross-border Competitive Aggressiveness among MNCs: The Awareness- Motivation-Capability Perspective," Academy of Management 2006 National Meetings.

Michel, John and Ming-Jer Chen, "The Constituency Orientation of Strategic Management Scholars: A Survey-based Exploration," Academy of Management 2006 National Meetings.

Nag, Rajiv, Donald C. Hambrick and Ming-Jer Chen. "Strategic Management and Its Intellectual Connection with Adjacent Academic Fields: An Insider-Outsider View," Academy of Management 2006 National Meetings.

Chen, Ming-Jer and Kuo-Hsien Su. "Competitive Intensity: The Awareness-Motivation-Capability Perspective," Academy of Management 2005 National Meetings.

Hambrick, Donald C. and Ming-Jer Chen. "New Academic Fields as Social Movements: The Case of Strategic Management," Academy of Management 2005 National Meetings.

Nag, Rajiv, Donald C Hambrick and Ming-Jer Chen. "What Is Strategic Management, Really? A Consensus View on the Essence of the Field." Academy of Management 2005 National Meetings.

Chen, Ming-Jer and John Michel. "The Strategic Management Field: A Survey-based Status Review and Assessment," Academy of Management 2004 National Meetings.

Black, Sylvia, Ming-Jer Chen, and John Michel. "Trends in Teaching Strategy: A Survey of Members of the Business Policy and Strategy Division," Academy of Management 2004 National Meetings.

Chen, Ming-Jer. "Reconceptualizing the Competition-Cooperation Relationship." Academy of Management 2003 National Meetings.

Tsai, Wenpin, Kuo-Hsien Su, and Ming-Jer Chen. "Beyond Mutual Forbearance: A Social Network Perspective." Academy of Management 2003 National Meetings.

Chen, Ming-Jer and Alberto Hanani. "Competition versus Cooperation: Toward an Integration," Academy of Management 2002 National Meetings.

Chen, Ming-Jer and Alberto Hanani. "Competition and Cooperation: Boundaries and Interrelationships," Academy of Management 2001 National Meetings (invited presentation at the PDW workshop).

Tsai, Wenpin, Kuo-Hsien Su, and Ming-Jer Chen. "Cooperative and Competitive Dynamics in the US Airline Industry, 1979-1990: A Social Network Perspective," Academy of Management 2000 National Meetings.

Chen, Ming-Jer. "Competing in a New Frontier: Managerial Considerations for MNCs in PRC," presented at the All Academy Symposium on "Multinational Firms in the People's Republic of China" (co-Chaired by Ming-Jer Chen and Anne Tsui), Academy of Management 1999 National Meetings.

Newman, William H. and Ming-Jer Chen, 1999. "World-Class Enterprises: Resource Conversion and Balanced Integration," presented at the All Academy Symposium on "Challenges for Global Enterprise in

the 21st Century” (co-Chaired by William H. Newman and Ming-Jer Chen), Academy of Management 1999 National Meetings.

Chen, Ming-Jer. “How Chinese Entrepreneurship is Surviving the Asian Financial Crisis: Hong Kong Experience,” presented at All Academy Symposium on “Entrepreneurship in Emerging Economies,” Academy of Management 1998 National Meetings.

Gimeno, Javier and Ming-Jer Chen. 1998. “The Dynamics of Competitive Positioning: A Pair-Wise Perspective,” Academy of Management 1998 National Meeting.

Chen, Ming-Jer and Stucker, Kristin. “Multinational Management and Multimarket Rivalry: Toward a Theoretical Development of Global Competition,” Academy of Management 1997 Annual Meeting.

Michel, John and Ming-Jer Chen. “Global Rivalry: Strategic and Organizational Implication,” 1997 Strategic Management Society Conference, Barcelona, Spain.

Michel, John and Ming-Jer Chen. “Building Organizational Capabilities for Cross-border Competition,” Academy of Management 1997 Annual Meeting.

Chen, Ming-Jer. “Competitive Tension: Market and Resource Considerations,” Academy of Management 1996 Annual Meeting.

MacMillan, Ian C. and Ming-Jer Chen. “Chess or Checkers: Global Corporate Strategy in Action,” Academy of Management 1996 Annual Meeting.

Chen, Ming-Jer and Kristin Stucker. “Global Competitive Dynamics,” presented at Perspectives on Multimarket Competition: Multidisciplinary Integration and Emerging Research Agendas, jointly sponsored by BPS & OMT Divisions at Academy of Management 1996 Annual Meeting.

Chen, Ming-Jer. “Competitor Analysis and Inter-firm Rivalry: Toward a Theoretical Integration,” Academy of Management 1995 Annual Meeting.

Miller, Danny and Ming-Jer Chen. “Nonconformity in Competitive Repertoires,” Academy of Management 1995 Annual Meeting.

Chen, Ming-Jer and Donald C. Hambrick. “Speed, Stealth, and Selective Attack: How Small Firms Differ from Large Firms in Competitive Behavior,” Academy of Management 1994 Annual Meeting.

Miller, Danny and Ming-Jer Chen. “Sources and Consequences of Competitive Inertia: A Study of the U.S. Airline Industry,” Academy of Management 1994 Annual Meeting.

Cho, Theresa, Donald C. Hambrick, and Ming-Jer Chen. “Effects of Top Management Team Characteristics on Competitive Behaviors of Firms,” Academy of Management 1994 Annual Meeting.

Chen, Ming-Jer and Danny Miller. “Competitive Attack, Retaliation and Performance: An Expectancy-Valence Framework,” Academy of Management 1993 Annual Meeting.

Miller, Danny and Ming-Jer Chen. “The Simplicity of Competitive Repertoires: An Empirical Analysis,” Academy of Management 1993 Annual Meeting.

Cho, Theresa, Donald C. Hambrick, and Ming-Jer Chen. “Competitive Activeness and Responsiveness in Interfirm Dynamics: Do Top Management Team Factors Matter?” 1993 Strategic Management Society Conference.

Chen, Ming-Jer. "Competing against Competitors, not Competition," Academy of Management 1992 Annual Meeting.

Chen, Ming-Jer, Jiing-Lih Farh, and Ian C. MacMillan. "Some Insights on the 'Expertness' of Experts," Academy of Management 1992 Annual Meeting.

Chen, Ming-Jer, Ian C. MacMillan and Sylvia S. Black. "How Types of Action Irreversibility Influence Competitors' Responses," Academy of Management 1991 Annual Meeting.

Chen, Ming-Jer and Ian. C. MacMillan. "Effects of Competitor Dependence and Action Irreversibility on Response to Competitive Moves," Academy of Management 1991 Annual Meeting.

Chen, Ming-Jer. "Beyond the Strategic Group: Competing against Competitors, not Competition," 1990 Strategic Management Society Conference, Stockholm.

Chen, Ming-Jer, Ken G. Smith, and Curtis M. Grimm. "Competitive Strategic Interaction: A Study of Competitive Actions and Responses," 1989 National Meetings, Academy of Management.

Chen, Ming-Jer and Ken G. Smith. "Competitive Interactions in the Domestic Airline Industry, 1979-1986," 1987 Strategic Management Society Conference.

Chen, Ming-Jer and Ken G. Smith. "Samples Used in Strategic Management Research," 1987 National Meetings, Academy of Management.

Smith, Ken G., James P. Guthrie, and Ming-Jer Chen. "Miles and Snow's Typology of Strategy, Organizational Size and Organizational Performance," 1986 National Meetings, Academy of Management.

Paine, Frank T., Ken G. Smith, and Ming-Jer Chen. "Attaining Sustainable Competitive Advantages in Emerging Growth Firms," 1984 Strategic Management Society Conference, Philadelphia, U.S.

#### **XIV. INVITED ACADEMIC PRESENTATIONS AND SEMINARS:**

"The Research-Teaching "Oneness" of Competitive Dynamics: Toward an Ambicultural Integration," National Chengchi University (Taipei), December 18, 2017.

"The Research-Teaching 'Oneness' of Competitive Dynamics: Toward an Ambicultural Integration," *Asia Pacific Journal of Management* & Jilin University Paper Development Workshop, June 16, 2017.

"The Research-Teaching "Oneness" of Competitive Dynamics: Toward an Ambicultural Integration," Peking University (Beijing), May 31, 2017.

"Academic Entrepreneurship: The Journey of Competitive Dynamics from Zero to N," National Chengchi University (Taipei), December 23, 2016.

"Competitive Dynamics: Eastern Roots, Western Growth," National Chengchi University (Taipei), December 22, 2015.

"Nuances of Cross Cultural Communication," the Darden School, University of Virginia, November 10, 2015.

"The Interplay of Competition and Cooperation: A Few Questions and Reflections," at the Competitive & Cooperative Strategy Interest Groups Paper Development Workshop, Strategic Management Society Annual International Conference, October 3, 2015.

“Becoming an Ambicultural Scholar: A “Both/And” Approach to the Research-Teaching Conundrum,” at the Competitive Strategy Interest Group Teaching Workshop, Strategic Management Society Annual International Conference, October 3, 2015.

“Becoming Ambicultural: A Personal Quest -- and Aspiration for Organizations,” Nnakai University, June 23, 2015.

“The Chinese Manufacturing Sector: Challenges and Opportunities in the Brave New World of Global Competition Reality,” 2015 SYSBS 3rd Global Business Forum, March 15, 2015.

“Becoming Ambicultural: A Conversation with IACMR Members,” International Association of Chinese Management Research Annual Meeting (Philadelphia), August 3, 2014.

“Academic Entrepreneurship: The Case of Competitive Dynamics,” at Second Chinese Management Scholars’ Workshop, School of Management, Huanzhong University of Science & Technology, September 15, 2014.

“Competitive Dynamics: Themes, Trends, and a Prospective Platform,” Tsinghua University (Beijing), December 30, 2011.

“Competitive Dynamics: Themes, Trends, and Theoretical Thrusts,” Fudan University (Shanghai), June 22, 2011.

“Competitive Dynamics: Themes, Trends, and Theoretical Thrusts,” University of Texas at Austin, April 29, 2011.

“Competitive Dynamics: Themes, Trends, and Theoretical Thrusts,” Texas A&M University, April 8, 2011.

“Competitive Dynamics: Theory, Research, and Application,” the Fudan-Panasonic Lectureship, Fudan University (Shanghai), November 11, 2009.

“MNC Host-Country Competitive Behavior: Roles of Strategic Significance and Institutional Dissimilarity,” Boston College, April 17, 2009.

“Learning to Be a Global Executive,” 7th Annual Latin American Student Association Conference, The Darden School, University of Virginia, June 6, 2004

“East Meets West,” the Wharton Asia Week, University of Pennsylvania, November 18, 1998.

“Chinese Business Enterprise in the Global Context,” presented at the Seminar on Greater China: Myths, Realities, and Opportunities, University of Maryland, May 18, 1998.

Designed and conducted a teaching workshop for junior faculty members of the School of Business and Management, The Hong Kong University of Science and Technology, January 1996.

“Global Multiple Point Competition,” Global Research Symposium, the Hong Kong University of Science and Technology, January 14, 1996.

“Rethinking Competitor Analysis and Competition,” presented at the Whittemore Conference on Hypercompetition, cosponsored by the Tuck School and Organization Science, September 10, 1994.

Conference on Competitive Organizational Behavior, cosponsored by the Kellogg School and Strategic Management Journal, June 19, 1994.

“Forms of Action Irreversibility and Their Effects on Competitive Responses” (with Ian C. MacMillan), the Institute of Management Sciences Annual Conference, May 19, 1991.



“Beyond the Strategic Group: Competing against Competitors, not Competition,” Second Annual Wharton Conference on Models of Strategic Choice, University of Pennsylvania, September 19, 1989.

Other presentations at Tuck (Dartmouth), Harvard, Texas at Austin, Texas A&M, Notre Dame, Rice, Wisconsin, Michigan, Georgetown, Emory, Illinois, Indiana, Virginia Tech, Richmond, Georgetown, Penn State, Florida State, New York University, INSEAD, London Business School, British Columbia, Western Ontario, Peking, Tsinghua, Zhejiang, Fudan, and Remin (China), Chinese University of Hong Kong, Hong Kong University of Science and Technology, National Taiwan, National Chengchi (Taiwan), Imperial College of Science, Technology and Medicine (UK), among seventy some business schools internationally.

## **XVI. INVITED BUSINESS AND PUBLIC KEYNOTE SPEECHES:**

Competitive Dynamics Annual International Conference:

“Scholarship-Practice Oneness: From Competitive Dynamics to Ambiculturalism to Passing the Baton and Practice,” Beijing, September 2, 2017

“Competitive Dynamics: Eastern Roots, Western Growth,” Hangzhou, June 10, 2016.

“There and Back Again: From Competitive Dynamics, Ambicultural Management, to XiaXue Practice,” hosted by the Guanghua School of Management, Peking University (Beijing), June 6, 2015.

“Building an Academic Community for Competitive Dynamics,” hosted by National Chengchi University (Taipei), September 28, 2014.

“Competitive Dynamics and Corporate Transformation,” hosted by Tsinghua University (Beijing), September 8, 2013.

“Competitive Dynamics and Ambicultural Management for Sustainable Enterprise Development,” hosted by Fudan University (Shanghai), June 6, 2012.

“Competitive Dynamics: Themes, Trends, and Theoretical Thrusts,” hosted by National Chengchi University (Taipei), September 22, 2011.

“Competitive Dynamics Research: Past, Present, and Future,” hosted by National Chung Kong University (Tainan, Taiwan), September 24, 2010.

“There and Back Again: From Competitive Dynamics, Ambicultural Management, to XiaXue Practice,” the Wangdao Forum (Taipei), September 15, 2015.

“Becoming Ambicultural: Reflecting on the Process,” the 40th Annual Conference, the Chinese Management Association (Taipei), Keynote Speech for Receiving the Management Medal, November 30, 2013.

“Becoming Ambicultural: A Personal Quest—and Aspiration for Organizations,” the 8th Annual Chinese Academy of Management (Shanghai), November 8, 2013

“Business Ecosystem: A Competitive Dynamics Perspective,” Harvard Business Review (Traditional Chinese) Forum (Taipei), September 20, 2013.

“Being Ambicultural,” the Presidential Speech at the 73rd Annual Conference of the Academy of Management (Orlando), August 11, 2013.

“Being an Ambicultural Learner and Professional,” The Asian and Asian Pacific American Alumni Network of University of Virginia (Charlottesville), April 13, 2013.

“Developing Ambicultural Professionals and Organizations,” Darden Corporate Advisory Board Meeting (Charlottesville), February 26, 2013.

“Competitive Dynamics: An Ambicultural Perspective,” Harvard Business Review (Traditional Chinese) Forum (Taipei), December 27, 2012.

“The Chinese Management Research: An Ambicultural Perspective,” Conference on the Chinese Way of Management and A Report of Successful Chinese Enterprises (Beijing), December 18, 2012.

“Competitive Dynamics: An Ambicultural Perspective,” Strategic Management Society Special Conference in China (Guangzhou), December 15, 2012.

“Being an Ambicultural Scholars: Reflections on the Process and Content,” the 10th Conference of the International Association of Chinese Management Research (Hong Kong), June 21, 2012.

“Competitive Dynamics and Sustainable Enterprise Development,” Fudan University (Shanghai), June 13, 2012.

“Competitive Dynamics and the Ambicultural Perspective: Implications for Global Talent Competition,” Summit on Globalization of Human Capital and Asia-Pacific Federation of Human Resource Management (Taipei), September 16, 2011.

“Competitive Dynamics and Ambicultural Management: Implications for the Global Expansion of Chinese Business,” Guangzhou Business Forum, Guangzhou (China), June 18, 2011.

“Competitive Dynamics: Developing the Research Program and Managing the Research Process,” Cheng Kung University (Tainan), September 24, 2010.

“Research and Executive Education: Creating a Productive Balance,” International University Consortium for Executive Education, Advisory Board Meeting, Charlottesville (USA), November 30, 2010.

“Competitive Dynamics: A Strategic Perspective for the Sustainable Growth of Chinese Enterprises,” Fudan International Management Forum, Shanghai, July 17, 2010.

“Competitive Dynamics and Brand Rivalry,” Tainan Industrial Park, Taiwan, December 15, 2009.

“Competitive Dynamics and Talent Rivalry,” the State-owned Assets Supervision and Administration Commission of China’s State Council, Beijing, September 10, 2010.

Business dialogue with Stan Shih (Acer’s Founder), Taipei, July 7, 2009.

“On Competitive Dynamics: An Insider’s Odyssey,” Asia Academy of Management Conference, Taipei, December 16, 2008.

“Inside Chinese Business: A Strategic-Cultural Perspective,” the HSM Forum, Milan, Italy, November 20, 2007.

“The Chinese Business Expansion and Leapfrogging in Global Competition,” The China CEO Forum, Beijing, November 3, 2007.

“Overseas Expansion of Chinese Enterprises,” HSM’s Special Management Program: China and India, Saint Paolo, Brazil, May 19, 2007.

“Inside Chinese Business: A Strategic-Cultural Perspective,” Expomanagement Argentina, hosted by HSM Group, Buenos Aires, Argentina, November 9, 2006.

“Overseas Expansion of Chinese Business: Lessons and Challenges,” China in Global Economy, hosted by China Development Bank, Beijing, China, September 19, 2006.

“Inside Chinese Business: A Strategic and Cultural Perspective,” Alcoa AACT Leadership Program, Cleveland, IN, September 14, 2006.

“The Emergence of the Chinese Middle Class and Its Global Implications,” Munich Management Symposium, hosted by Munich Re, Munich, Germany, July 3, 2006.

“China’s Re-emergence and Its Global Implications,” 9th Education Policy Institute Annual Conference, Charlottesville, Virginia, June 27, 2006.

“Competition as Action-Response,” Executive Consortium, Taipei, May 25, 2005.

“Private Sector: Opportunities for SMEs in China,” The Hamburg Summit: China Meets Europe, Hamburg, Germany, November 26, 2004.

“National Security and the Global Economy”, PBS Deliberation Day: Virginia Currents, Charlottesville, VA, October 18, 2004.

“Rise of the Chinese Middle Class, and Its Global Implications,” USChina Executive Summit, AIG headquarters, New York City, June 24, 2004.

“Private Sector: Opportunities for SMEs in China,” Executive Consortium, Taipei, Taiwan, June 25, 2004.

“Asian Cultures and Implications for Business,” American General AIG, Nashville, TN, May 7, 2004.

“‘Chinese’ Business on the New Global Chessboard,” The FedEx Marketing Millennium Series, Memphis, November 14, 2003.

“Inside Chinese Business,” Farmington Breakfast Group, Charlottesville, VA, July 7, 2003.

“Inside Chinese Business,” Asbury Methodist Village, April 25, 2002.

“Working with the Chinese—Now and Forever,” presented at the second annual U.S.-China Trade Conference, hosted by U.S.-China Chamber of Commerce, Chicago, IL, October 25, 2001.

“New-world Enterprise,” luncheon speeches for American Chamber of Commerce–Hong Kong and Young Entrepreneurs’ Organization, Hong Kong, September 25, 2001.

“World-class Enterprises Where East Meets West,” keynote speech at the World Economic Forum’s China Business Summit 2000 in Beijing, April 17, 2000.

“Competing in the New Millennium,” Morgan Stanley’s Chinese Senior Executive Study Tour,” New York City, October 18, 1998.

“Challenges and Opportunities of the Asian Financial Crisis: Strategic and Competitive Implications for Asian Enterprises,” Asia Forum, Taipei, Taiwan, June 1998.

“Recent Trends in Global Competition,” the 8th International Conference on Comparative Management, National Sun Yat-Sen University in Taiwan, May 19, 1997.

“Multipoint Competition and its Applications,” the Conference on Chinese Business and Management, hosted by the Xi-Yi Foundation, Taipei, Taiwan, December 19, 1996.

Chaired a panel discussion on quality management issues for a group of 30 quality executives and government officers from China, New York, November 20, 1994.

Lectured on “Global Competition” and “Strategic Management” to a group of 30 bankers from Xiaman, China, New York, October 30, 1994.

Lectured on “National Competitiveness” and “Competitive Strategy” to a group of 30 bankers from Shanghai, China, New York, October 25, 1993.

Lectured on “Global Competitive Strategy” to a group of 20 executives visiting from Shenzhen, China, October 20, 1992.

Panelist for the International Conference on “Taiwan Enterprise in Global Perspectives,” September 15, 1990, New York.

## **XVI. PROFESSIONAL AND CAREER DEVELOPMENT FOR SCHOLARS:**

Chinese Management Scholars’ Workshop (CMSW):

“The Research-Teaching Oneness of Competitive Dynamics,” hosted by Jilin University, June 17, 2017.

“Competitive Dynamics: Eastern Roots, Western Growth,” hosted by Zhejiang University and Zhejiang University of Technology, June 13, 2016.

“There and Back Again: From Competitive Dynamics, Ambicultural Management, to XiaXue Practice,” hosted by Nankai University, June 23, 2015.

“Academic Entrepreneurship: The Case of Competitive Dynamics,” hosted by Huazhong University of Science and Technology (Wuhan), September 13-14, 2014.

“Chinese Scholars and Scholarship in a Re-emergent China,” hosted by Tsinghua University (Beijing), September 6-7, 2013.

Global Chinese Management Scholars’ Community (CMSC):

CMSC-Reunion (August 5), -Teaching Forum (August 8), -Workshop (August 9), at the Academy of Management Annual Meetings, Atlanta, 2017.

CMSC-Reunion (August 6), -Research Forum (August 9), -Workshop and -Mentors’ Camp (August 10), at the Academy of Management Annual Meetings, Anaheim, Los Angeles, 2016.

CMSC-Reunion (August 2), -Teaching Forum (August 5), and -Workshop (August 6), at the Academy of Management Annual Meetings, Vancouver, Canada, 2015.

CMSC-Reunion (August 2), -Research Forum (August 5), and -Mentors’ Camp (August 6), at the Academy of Management Annual Meetings, Philadelphia, 2014.

CMSC-Reunion (August 10), -Teaching Forum (August 13), and -Workshop (August 14), at the Academy of Management Annual Meetings, Orlando, 2013.

CMSC-Reunion (August 4) and -Research Forum (August 8), at the Academy of Management Annual Meetings, Boston, 2012.

CMSC-Reunion (August 13) and -Workshop (August 17), at the Academy of Management Annual Meetings, San Antonio, 2011.

CMSC-Reunion (August 8) and -Workshop (August 12), at the Academy of Management Annual Meetings, Chicago, 2009.

CMSC-Reunion (August 9), at the Academy of Management Annual Meetings, Anaheim, 2008.

CMSC-Workshop (August 2-3), at the Academy of Management Annual Meetings, Philadelphia, 2007.

CMSC-Workshop (August 9-10), at the Academy of Management Annual Meetings, Atlanta, 2006.

“The Case Teaching Workshop,” Fudan University (Shanghai), December 19, 2017.

“Reflecting on the Process: Building A Research-Centered Balanced Academic Career,” New Doctoral Student Consortium, Academy of Management (Orlando), August 4, 2013.

“Building a Balanced Research-Centered Academic Career,” Tsinghua University, December 28-29, 2012.

“The Case Teaching Workshop,” Fudan University (Shanghai), December 20, 2012.

“The Case Teaching Workshop,” Shanghai National Accounting Institute (Shanghai), September 17, 2012.

“Reflecting on the Process: Building A Research-Centered Balanced Academic Career,” New Doctoral Student Consortium, Academy of Management, August 4, 2012.

“Reflecting on the Process: Building A Research-Centered Balanced Academic Career,” the Ph.D. project Management and Doctoral Students Association Conference (Boston), August 1, 2012.

“Building a Balanced Research-Centered Academic Career,” University of Bern (Bern, Switzerland), April 26, 2012.

“Building Competitive Dynamics Research Program: Some Reflections,” Chung Jung Christian University (Tainan, Taiwan), December 14, 2009.

“Reflecting on the Process of Developing Competitive Dynamics Research,” Fudan University (Shanghai), November 10, 2009.

“Conducting Programmatic Research,” for faculty and doctoral students, National Chung Kong University (Tainan, Taiwan), December 19, 2008.

“Building a Balanced Research-Centered Academic Career,” National Chengchi University (Taipei), June 11, 2008.

“Teaching for the Total Learning Experience,” for EMBA professors, National Taiwan University (Taipei), September 5, 2007.

“Building a Balanced Research-Centered Academic Career,” for faculty and doctoral students, Hong Kong University of Science and Technology, December 16, 2006.

“Conducting Programmatic Research,” hosted by Taiwan’s National Science Council, for over 350 management professors and doctoral students, Chia-Yi and Taipei, December 21-22, 2007.

“Building a Balanced Research-Centered Academic Career: A Workshop for Doctoral Students and Junior Colleagues,” Charlottesville, November 29-30, 2007.

“Research-Teaching Integration,” hosted by Taiwan’s National Science Council, for 45 selected management professors, Taipei, September 13-14, 2007.

“Building an Integrated Research-Teaching Career,” hosted by Taiwan’s National Science Council, for 270 management scholars from all Taiwan’s business schools, Taipei, September 23, 2006.

“Building an Integrated Research-Teaching Career,” hosted by China’s National MBA Advisory Committee, for 150 professors from all MBA programs, Beijing, September 16, 2006.

“The Case Teaching Workshop,” for EMBA professors, National Taiwan University (Taipei), March 19, 2006.

“Building a Research Career: A Strategic Perspective,” hosted by Taiwan’s National Science Council, National Taiwan University, and National Chengchi University, for 70 strategy and international business scholars from all business schools, Taipei, June 23-25, 2004.

“MBA Teaching,” hosted by China’s National MBA Advisory Board, for management professors from all 52 MBA programs, Beijing, June 30-July 8, 1997.

“Academic Research and Publication,” hosted by Taiwan’s National Science Council, for management professors from the 20 leading business schools, Taipei, May 19-21, 1997.

## **XVIII. TEACHING EXPERIENCE:**

The Darden School, University of Virginia

MBA: Strategic Thinking and Action; Competitive Dynamics Seminar; Strategic Thinking:  
Integrating East and West  
MBA for Executives: Strategic Thinking and Action

The Wharton School: University of Pennsylvania

MBA: Global Chinese Business Seminar  
Undergraduate: Global Chinese Business

Graduate School of Business, Columbia University

MBA: Strategic Management of the Enterprise; Competitive Dynamics  
EMBA: China Study Tour

## **XIX. CORPORATE AND GLOBAL EMBA TEACHING:**

### Darden Executive Programs

Strategy faculty instructor for Managing Critical Resources (2001-2004; 3 programs a year), Management Development Program (2005-present; 3 programs a year); in-house programs for Merck, United Technologies, Timken, Rolls-Royce

### Wharton Executive Programs

Faculty instructor for the Executive Education Advisory Board Meeting (1997), the CEO Circle (1997), the Asian Forum (1998), and Managing in the New Millennium (1998) on global or Chinese management topics

### Columbia Executive Programs

Faculty instructor for Business Strategy (1993-1997) and Senior-Level General Management (1994-1997) on competitive dynamics, managing the global joint venture, and global Chinese business enterprises

Faculty leader for Strategy Application Project in Business Strategy (1989-1997) and Senior-Level General Management (1989-1997)

Faculty facilitator for Columbia's customized corporate programs (1995-1997)

### Executive or EMBA Teaching

Alcoa, DuPont, AIG American General, FedEx, Morgan Stanley (USA), Munich Re (Germany), BOC Gases (UK), HSM (Argentina/Brazil/Italy), National Development Bank, State Economic and Trade Commissions, the Industrial and Commercial Bank of China, and Kelon Electrical Holdings (PRC), the Institute for Information Industry, the Ruentex Group, BenQ, AUO, the Aspire Academy, Stans Foundation, Ford Lio Ho, E-Sun Bank, Taiwan Mobile, Fubon, (Taiwan), the Executive Talent Association (Hong Kong), Dover, Glen Raven, Acer, etc.

EMBA Teaching at Shanghai National Accounting Institute-Arizona State University, Fudan University, Tsinghua University, Peking University, National Taiwan University, Chinese University of Hong Kong, Case Western Reserve University, Cheung Kong Graduate School of Business, and Imperial College of Science and Technology and Medicine in the UK, etc.

## **XIX TEACHING CASES AND NOTES:**

### **Cases:**

“LEGO Bricks: Fit for the Big Screen?” (UVA-S-0296)

“Ambiculturalism: Seeking the Multicultural Middle” (UVA-S-0266)

“William Controls (A)” (UVA-S-0190)

“FedEx in the Chinese Express Delivery Market: Face Off in the Forbidden City” (UVA-S-0156)

“Embraer: Shaking Up the Aircraft Manufacturing Market” (UVA-S-0135) and Teaching Note (UVA-S-0135TN)

“Spuyten Duyvil: Turning Entrepreneurial Momentum into Future Growth” (UVA-S-0124)

“The Battle of the Asian Transshipment Hubs: PSA vs. PTP (A), (B), (C)” (UVA-S-0109, -0110, -0111) and Teaching Note (UVA-S-0108TN)

“The Battle for Logan Airport: American Airlines vs. JetBlue (A), (B), (C)” (UVA-S-0116, -0117, -0118) and Teaching Note (UVA-S-0116TN)

“Hainan Airlines: En Route to Direct Competition?” (UVA-S-0101) and Teaching Note (UVA-S-0101TN)

### **Technical Notes:**

“Competitor Acumen: The Heart of Competitor Analysis” (UVA-S-0293)

“Becoming Ambicultural: A Guide for Managers and Organizations” (UVA-S-0253)

“The Power of “One”: The Strategy Diamond Framework” (UVA-S-0237)

“The Power of One” (UVA-S-204)

“Cultural Foundations in Communication: Relationship-Building in the Chinese Context” (UVA-BC-0182)

“Creating Value for Stakeholders” (UVA-S-0169)

“Competing for Advantages: From Industry Analysis to Competitive Dynamics” (UVA-S-0168)

“Developing and Nurturing Strategic Capabilities” (UVA-S-0167)

“What is Strategic Management?” (UVA-S-0166)

“Instructor Note in Teaching Industry Analysis” (UVA-S-0125)

“Competitive Dynamics: Competition as Action-Response” (UVA-S-0123)

“Indirect Competition: Resource Diversion” (UVA-S-0103)

“Indirect Competition: Strategic Considerations” (UVA-S-0102)

### **XXI. PROFESSIONAL SERVICE:**

Academy of Management

President, 2011-2013

Vice President and Program Chair, 2009-2011

Member of the Board of Governors and the Executive Committee, 2009-2014

Business Policy and Strategy Division



Co-chair (1995 and 1996) and faculty leader (1994, 2006), the Doctoral Consortium; faculty leader, the New Faculty Consortium (2004, 2005); Teaching Committee (1991-1993); Executive Committee (1995-1997); Program Chair (1997-1999), and Chair (1999-2001)

Liaison Task Force to Asian Academy of Management (1997-1998)

#### Strategic Management Society

Convenor, Strategic Management Society Special Conference in China, 2012.

Rep at Large, Competitive Strategy Track, 2006-2008.

Faculty member, the Doctoral Consortium (2007)

Conference Review and Planning Committee, March 1995 (Mexico City) and March 1993 (Chicago).

Founder, Chinese Management Scholars' Workshop (2013 - )

Founder, Competitive Dynamics International Conference (2010 - )

Founder, Chinese Management Scholars' Community (2006 - )

Advisor, Professional Fellows Program at the East Asian Institute within the School of International and Public Affairs, Columbia University.

Ad Hoc Reviewer for the following journals: Journal of Marketing, Academy of Management Review, Administrative Science Quarterly, Journal of Business Research, Journal of Management, and Management Science.

Reviewer for Oxford University Press and Hong Kong Government's Research Grants Council.

#### Doctoral Dissertation Committee Served

Kuo-Hsien Su (Columbia University, 1995)  
Theresa Cho (Columbia University, 1999)  
So Yee-Lai Alice Lu (City University of London, 2000)  
Tieying Yu (Texas A&M University, 2003)  
Carolyn Mu (Virginia Tech University, 2003)  
Liqun Wei (Chinese University of Hong Kong, 2004)  
Evan Offstein (Virginia Tech University, 2004)  
Jinyu He (University of Illinois, 2005)  
Tianxu Chen (Drexel University, 2010)  
Jianghong Chen (Drexel University, 2014)

#### **XXII. VISITING SCHOLAR SPONSORSHIP:**

Dalong Pang (Xi'an Jiaotong University, 2017-19)  
Kuo-I Chang (National Dong Hwa University, 2017-18)  
Yuhua Lyu (Shandong University, 2017-18)  
Wanjie Niu (Nankai University, China, 2016-17)  
Tan Chang (Wuhan University, China, 2016-17)  
Jingjing Pan (Fudan University, China, 2014-15)

Jukka Alekski Luoma (Aalto University School of Economics (formerly the Helsinki School of Economics), 2011-12)  
Zhen Wang (China University of Petroleum, China, 2010-2011)  
Markus Schimmer (University of St. Gallen, Switzerland, 2010-2011)  
Ji-Ren Lee (National Taiwan University, Taiwan, 2006-2007)  
Sheng-Tsung Hou (Feng-Chia University, Taiwan, 2005-2006)  
Yu-Ching Chiao (National Chung-Shing University, Taiwan, 2003-2004)  
Shu-Chun Huang (Chang-Jung Christian University, Taiwan, 2002-2003)  
Chien-Huang Lin (National Central University, Taiwan, 2002-2003)  
Hao-Chieh Lin (National Chung-Cheng University, Taiwan, 2002-2003)  
Kuo-I Chang (National Dong-Hwa University, Taiwan, 2001-2002)  
Alberto Hanani (Imperial College of Science & Technology, U.K., 2000-2001)  
Zhiyuan Qiang (Tianjin University of Finance & Economics, China, 1999-2000)  
Liqun Wei (Baptist University, Hong Kong, 1999-2000)  
Naihe Li (Shanghai Jiao Tung University, China, 1998-1999)  
Caixing Liu (Peking University, China, 1998-1999)  
Min Wu (Tongji University, China, 1998-1999)  
Changhui Yao (Peking University, China, 1998-1999)

### **XXIII. INSTITUTIONAL SERVICE:**

The Darden Graduate School, University of Virginia

First-year Strategy course head and section head (2005-2009)  
Appointment Committee (2003-2004)  
Executive Education Committee (2001-2004)

The Wharton School, University of Pennsylvania

Founding Director, the Global Chinese Business Initiative (1997-2001)

Graduate School of Business, Columbia University

Strategy faculty recruiting (1994-5)  
Curriculum Revision Committee for the Strategic Management Course (1993-1995)  
Academic Standards Committee (1990-1996)  
Library Committee (1990-1996)  
Representative of the School to Pacific Asian Consortium for International Business Education and Research (PACIBER)

### **XXIV. PROGRAM DEVELOPMENT AND OUTREACH:**

Wharton's Global Chinese Business Initiative (1997-2001)

*Fostering Collaboration between Wharton and Chinese University of Hong Kong.*

*Establishment of Visiting Scholar Program.* Fully-funded, through outreach and fundraising activities in Asia, five highly-regarded professors in various business disciplines, selected from a wide pool of applicants from the People's Republic of China and representing Peking University, Shanghai Jiao Tong University, Tongji University, Tianjin University of Finance and Economics, and the University

of International Economics and Business) for one-year residence in the US (with a total budget of \$3000,000). (The international visiting scholar network continues to expand at my current institution.)

*Corporate Development and Outreach.* Initiation of the “East-West.Com Series” in 2000 (three conferences with an average of more than 200 executive and faculty/student participants each, including speakers such as Jack Ma of Alibaba.com), sponsored by Korn/Ferry International, the Starr Foundation, Broadmedia, McKinsey & Co., *the Asian Wall Street Journal*, Foundation for Understanding Chinese Business, and others (a total funding of \$100,000).

#### Media Coverage

My research and professional work have received extensive press coverage over the years from leading business media and magazines around the world. My work has been featured in more than 300 articles over the past 20 years in such publications as the Washington Post, Newsweek, US News and World Report, USA Today, Wall Street Journal, Forbes, CNNfn, Yahoo! News, CBS Market Watch, Business Week, The Philadelphia Inquirer, Bloomberg Business News, Reuters, Dow Jones News Service, Industry Week, Voice of America, Foreign Affairs, PBS; Asian Wall Street Journal and Yazhou Zhoukan, Asian Business (Asia), China Times, Commercial Times, the Commonwealth Magazine, the Central News Agency (Taiwan), South China Morning Post, MingPao; China Daily, Shanghai English Chanel, the Economic Daily, the People’s Daily, Reference News, China Central Television Corp., Fortune (China), Beijing Youth Daily (PRC); Wharton’s Executive Issues, Knowledge at Wharton, World Journal (North America), China News Service, Xinhua News Agency, Economic Daily News, Commercial Times, Central News Agency, Awakening, Global Views Monthly, United Daily News, Economic Daily News, Business Weekly, Financial Times (Deutschland), and Harvard Business Review (Chinese).