

# Rajesh Kumar



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## PRIMARY EXPERTISE

- Strategic Collaboration
- International Business
- Conflict Management and Negotiations
- Cross Cultural Management

## POSITIONS HELD

February- August 2019      **Visiting Professor of Strategy and International Business, Auckland University of Technology, Auckland, New Zealand**

August 2014 to June 2017      **Professor of International Management, Menlo College, California, USA**  
Teaching courses in International Management and Global Strategy.

2008 January to 2014 June      **Associate Professor of International Business Strategy and Director MSc Program in Corporate Strategy and Governance** (Effective, September 1, 2008)  
University of Nottingham Business School, Nottingham U.K. NG8 1BB  
Taught courses on Introduction to Management Strategy, Strategic Management (Executive MBA), Indian Business and Society, and International Strategy.

2007 (January-June)      **Visiting Research Scholar, Department of Management and Human Resources**  
Ohio State University, Columbus, Ohio  
Taught an Emerging markets field study course on Doing Business in India.

## POSITIONS HELD

- 1997- Dec. 2007     **Associate Professor of International Business and Director India Research Centre** (from 2005)  
The Aarhus School of Business, University of Aarhus, Denmark.  
Taught courses in International Management, International Strategic Collaboration, International Business Strategies, International Negotiations, and Intercultural Competence.
- 1987 to 1995         **Lecturer and Assistant Professor of International Business**  
Smeal College of Business Administration  
Penn State University, University Park, PA 16802, USA  
Taught courses on Comparative Management, International Business and Seminar on International Negotiations.
- During the period  
1987- 2006         I have also taught at Copenhagen Business School, Denmark, University of Southern Denmark, Babson College, USA, Norwegian School of Economics and Business Administration, Norway, Jonkoping International Business School, Sweden, University of Innsbruck, Austria, University of Lancaster, ESSEC Graduate School of Management in France, ESC Rennes, France, University of Marseille at Aix-en-Provence, France, University of Vaasa, Finland, University of Otago, New Zealand, Eindhoven University of Technology, Netherlands and EDHEC France.

## EDUCATION

- 1989                 **Ph.D., International Management**  
Graduate School of Business Administration, New York University, NY 10006
- 1985                 **M. Phil., International Management**  
Graduate School of Business Administration, New York University, NY 10006
- 1979                 **M.B.A., International Business**  
Graduate School of Business Administration, Rutgers University, Newark, NJ 07102
- 1976                 **M.A., Economics**  
Delhi School of Economics, University of Delhi, INDIA
- 1974                 **B.A., (Honors) Economics**  
St. Stephens College, University of Delhi, INDIA

## **PUBLICATIONS**

### **FORTHCOMING**

"Self- Regulation and Expatriate Adjustment: The role of regulatory fit", **Human Resource Management Review** (with P. S. Budhwar, C. Patel, & A. Varma).

"How emotions influence alliance relationships: The potential functionality of negative emotions", **Organizational Psychology Review** (With G.A. Van Kleef and E.T. Higgins).

## **PUBLICATIONS**

Tewari, M., Ramanlal, P.K., Kumar, R., & De, S. (2020). " Stock market response to multiple alliance announcements: A multi industry analysis", **Finance and Banking Studies**, 9: 25-45.

Tewari, M., Ramanlal, P.K., Kumar, R., & De, S. (2019). "Alliances motive and stock market response: A comparative analysis across industries", **Cogent Business and Management**, 6: 1-28.

Kumar, R. (2016). "Alliance Process: A micro -behavioral view", **International Journal of Business and Management**, 11: 20-30.

Luomala, H., Kumar, R., Singh, J.D., & Jakkolla, M. (2015). "When an intercultural business negotiation fails: Comparing emotions and behavioral tendencies of individualistic and collectivistic negotiators", **Group Decision and Negotiation**, 24: 537-561.

Worm, V., & Kumar, R. (2014). "Pragmatism vs Idealism: Comparing the negotiating practices in China and India", **Thunderbird International Business Review**, 56: 519-530.

Kumar, R. (2014). "Managing ambiguity in strategic alliances", **California Management Review**, 56: 82-102.

Gammelgaard, J., Kumar, R., & Worm, V. (2013). "Culture led discrepancies and negotiating conflicts in outsourcing relationships", **Thunderbird International Business Review**, 55: 563-578.

Kumar, R., & Nathwani, A. (2012). "Business Alliances: Maximizing Success or Minimizing Failure? The Underlying Motivations", **Journal of Business Strategy**, 33:44-50.

Kumar, R. & Patriotta, G. (2011). "Culture and International Alliance Negotiations: A Sense Making Perspective", **International Negotiation Journal**, 16:511-533.

Bulow, A.M. & Kumar, R. (2011). "Introduction to the Special Issue on Cross Cultural Negotiations", **International Negotiation Journal**, 16:349-359.

Das, T.K. & Kumar, R. (2011). "Interpartner Negotiations in Alliances: A Strategic Framework", **Management Decision**, 49:1235-1256.

- Das, T.K. & Kumar, R. (2011). "Regulatory Focus and Opportunism in the Alliance Development Process", **Journal of Management**, 37:682-708.
- Das, T.K. & Kumar, R. (2010). "Interpretive Schemes in Cross National Alliances: Managing Conflicts and Discrepancies", **Cross Cultural Management**, 17:154-169.
- Das, T.K. & Kumar, R. (2010). "Inter-partner Sensemaking in Strategic Alliances: Managing Cultural Differences and Internal Tensions", **Management Decision**, 48: 17-36.
- Das, T.K. & Kumar, R. (2009). "Inter-partner Harmony in Strategic Alliances: Managing Commitment and Forbearance", **International Journal of Strategic Business Alliances**, 1:24-52.
- Kumar, R. & Das, T.K. (2007). "Interpartner Legitimacy in the Alliance Development Process", **Journal of Management Studies**, 44:1425-1453.
- Das, T.K. & Kumar, R. (2007). "Learning Dynamics in the Alliance Development Process", **Management Decision**, 45:684-707.
- Andersen, P. & Kumar, R. (2006). "Emotions, Trust, and Relationship Development in Buyer-Seller Dyads", **Industrial Marketing Management**, 35:522-535.
- Kumar, R., Duysters, G. & Das, T.K. (2005). "Understanding Alliance Evolution: Establishing a New Research Agenda", **Journal on Chain and Network Science**, 5:51-54.
- Kumar, R., Rufin, C. & Rangan, U.S. (2005). "Negotiating Complexity and Legitimacy in Independent Power Development", **Journal of World Business**, 40:302-320.
- Ulijn, J.M., Rutkowski, A., Kumar, R. & Zhu, Y. (2005). "Patterns of Emotions in Sino-Dutch Negotiations: A pilot study", **Cross Cultural Management**, 12:103-118.
- Kumar, R. & Worm, V.W. (2004). "Institutional Dynamics and the Negotiation Process: Comparing India and China", **International Journal of Conflict Management**, 15:304-334.
- Sinha, J.B.P. & Kumar, R. (2004). "Methodology for Understanding Indian Culture", **Copenhagen Journal of Asian Studies**, 19:89-104.
- Luomala, H., Kumar, R., Singh, J.D., & Worm, V.W. (2004). "Cross Cultural Differences in Mood Regulation: A Comparison of Individualistic and Collectivistic Societies", **Journal of International Consumer Marketing**, 16:39-62.
- Kumar, R. (2004). "Interpretative Performance and the Management of Legitimacy in Emerging Market Economies: Lessons from India", **Business and Society Review**, 109:363-388.

- Kumar, R. & Nti, K.O. (2004). "National Cultural Values and the Evolution of Process and Outcome Discrepancies in International Strategic Alliances", **Journal of Applied Behavioral Science**, 40:344-361.
- Kumar, R. & Worm, V.W. (2004). "Process Ambiguities in Sino-Western Negotiations", **Copenhagen Journal of Asian Studies**, 18:5-22.
- Kumar, R. (2004). "Brahmanical Idealism, Anarchical Individualism, and the Dynamics of Indian Negotiating Behavior", **International Journal of Cross Cultural Management**, 4:39-58.
- Rufin, C., Rangan, U.S. & Kumar, R. (2003). "The Changing Role of the State in the Electricity Industry in Brazil, China, and India: Differences and Explanations", **American Journal of Economics and Sociology**, 62:649-675.
- Kumar, R. (2003). "Managing Strategic Alliances in the Power Generation Industry", **Journal of General Management**, 28:64-82.
- Kumar, R. & Worm, V.W. (2003). "Social Capital and the Dynamics of Negotiations between Northern Europeans and the Chinese", **International Marketing Review**, 20:262-285.
- Kumar, R. & Usunier, J.C. (2001). "Management Education in a Globalizing World: Lessons from the French Experience", **Management Learning**, 32:363-391.
- Kumar, R. (2000). "Confucian Pragmatism vs. Brahmanical Idealism: Understanding the Divergent Roots of Indian and Chinese Economic Performance", **Journal of Asian Business**, 16:49-69.
- Kumar, R. & Andersen, P.H. (2000). "Interpartner Diversity and the Management of Meaning in International Strategic Alliances", **International Business Review**, 9:237-252.
- Kumar, R. (1999). "Communicative Conflict in Intercultural Negotiations: The Case of American and Japanese Business Negotiations", **International Negotiation Journal**, 4:63-78.
- Kumar, R. & Nti, K.O. (1998). "Differential Learning and Interaction in Alliance Dynamics: A Process and Outcome Discrepancy Model", **Organization Science**, 9:358-367.
- Kumar, R. (1997). "Learning in Understructured Environments: Lessons from Power Sector Development in Asia", **The Learning Organization Journal**, 4:211-216.
- Kumar, R. (1997). "The Role of Affect in Negotiations: An Integrative Overview", **The Journal of Applied Behavioral Science**, 33:84-100.
- Kumar, R. (1996). "Dynamics of Developmental Process: The Role of Culture", **Social Engineer**, 5:98-113.

Gladwin, T.N. & Kumar, R. (1987). "The Social Psychology of Crisis Bargaining: Toward a Contingency Model", **Columbia Journal of World Business**, 20:23-32.

## **WORK IN PROGRESS**

"Culture, Legitimacy and Advantage: The Work Relationships of Women in Two Indian Firms", (with Dan Halgin, Stephen Borgatti, Ajay Mehra, & Pawan Budhwar).

## **BOOKS**

Budhwar, P., Varma, A., & Kumar, R. (Eds). (2019). **Indian business: Understanding a rapidly emerging economy**. London: Routledge Press.

Kumar, R., & Sethi, A. (2<sup>nd</sup> Edition, 2012) **Doing business in India**. New York: Palgrave-Macmillan.

Kumar, R. & Worm, V. (2011). **International negotiations in China and India: A comparison of the emerging business giants**, London: Palgrave-Macmillan.

Kumar, R. & Patibandla, M. (Eds.) (2009). **Institutional dynamics and the evolution of the Indian economy**, New York: Palgrave-MacMillan.

## **CHAPTERS IN EDITED VOLUMES**

Kumar, R., & Gammelgard, J. (2016). "Conflict resolution in headquarters subsidiary relationship: The role of regulatory focus and moral emotions". In T. Ambos, B Ambos, & J. Birkenshaw (Eds). **Research in International Global Strategic Management**. Emerald

Kumar, R., & Gammelgaard, J. (2015). "Cross Cultural Negotiations and Conflict Management in Emerging Markets", in P. S. Budhwar & F. Horowitz (Eds.) **Handbook of Human Resource Management in Emerging Markets** London: Edward Elgar.

Kumar, R. & Das, T.K. (2011). "National Culture and Legitimacy in International Alliances", in T.K. Das (Ed.) **Strategic Alliances in a Globalizing World**, Charlotte, North Carolina, USA: Information Age Publishing.

Kumar, R. & Das, T.K. (2010). "Interpartner Negotiations in the Alliance Development Process", in T.K. Das (Ed.) **Researching Strategic Alliances: Emerging Perspectives**, Charlotte, North Carolina, USA: Information Age Publishing.

Kumar, R. & Das, T.K. (2010). "Strategic Alliances and Culture in a Globalizing World", in J. Ulijn, G. Duysters & E. Meijer (Eds.) **Strategic Alliances, Mergers and Acquisitions: The Influence of Culture on Successful Cooperation**, London, UK: Edward Elgar.

- Kumar, R. (2009). "Managing Emotions in the Negotiating Process", in S. Hilligsoe & H.S Jakobsen, (Eds.) **Negotiation: The Art of Reaching Agreement**, Copenhagen, Denmark: Glydendal Akademisk A/S.
- Kumar, R. (2008). "Contested Meanings and Emotional Dynamics in Strategic Alliances", in N. Ashkanasy & C. Cooper (Eds.) **Research Companion to Emotions in Organizations**, London, UK: Edward Elgar.
- Kumar, R. (2005). "Contracts and the Dynamics of Exchange Relationships in India", in R. Ajami, C.E. Arrington, F. Mitchell & H. Norreklit (Eds.) **Globalization, Management Control, and Ideology: Local and Multinational Perspectives**, Copenhagen, Denmark: DJOF Publishing.
- Kumar, R. (2004). "Culture and Emotions in Intercultural Negotiations: An Overview", in M. Gelfand & J.M. Brett (Eds.) **Handbook of Culture and Negotiation**, Stanford, CA, USA: Stanford University Press.
- Nti, K.O. & Kumar, R. (2000). "Differential Learning in Alliances between Competitors", in D.O. Faulkner, M. de Rond & L.C. Montanheiro (Eds.) **Perspectives on Cooperation**, Oxford, UK: Oxford University Press.
- Ulijn, J.M. & Kumar, R. (1999). "Scientific Communication in a Multicultural World: Lessons from Europe and Asia", in P. Hager (Ed.) **Managing Global Discourse: Essays in Scientific and Technical Communication**, New York USA: John Wiley & Sons.
- Kumar, R. (1999). "A Script Theoretical Analysis of International Negotiating Behavior", in R. J. Lewicki, R. Bies & B. Sheppard (Eds.) **Research on Negotiations in Organizations**, Connecticut, USA: JAI Press.
- Kumar, R. (1999). "Managing Chaos: Some Lessons from India", in K Pedersen & S Thomsen (Eds.) **Internationalisering Styring OG Samarbejde**, Aarhus, Denmark: Forlaget Systime.
- Kumar, R. (1997). "The Development of Strategic Alliances in a Complex Environment: Lessons from the Power Sector in India", in S. Urban (Ed.) **Europe in the Global Competition**, Wiesbaden, Germany: Gabler.
- Kumar, R. (1989). "Affect, Cognition and Decision Making in Negotiation: A Conceptual Integration", in M. A. Rahim (Ed.) **Managing Conflict: An Interdisciplinary Approach**, New York, USA: Praeger.
- Ronen, S. & Kumar, R. (1987) "Comparative Management: A Developmental Perspective" in B. Bass, P. Drenth & P. Weissenberg (Eds.) **Advances in Organizational Psychology: An International Review**, Beverly Hills, CA, USA: Sage.

## OTHER

Kumar, R. (2009). Review of "India's Global Powerhouses: How They Are Taking on the World" (N. Kumar) **Administrative Science Quarterly** 54:692-695.

Kumar, R. (2007). "Doing Business in India: Caveat Venditor", **Ivey Business Journal**, May-June.

Kumar, R. (2005). "Negotiating with the Complex, Imaginative Indian", **Ivey Business Journal**, March-April.

Kumar, R. (2004). Review of "Multinationals in India: Managing the Interface of Cultures" (J.B.P. Sinha) **Journal of International Business Studies**, [http://aib.msu.edu/JIBS/Book Reviews/](http://aib.msu.edu/JIBS/Book%20Reviews/)

Kumar, R. (2000). Review of "Organizational Learning and the Learning Organization" M. Easterby, J. Smith, J. Burgoyne, & L. Araujo (Eds.) **Organization Studies**, 21:1009-1012.

Kumar, R. (2000). Review of "Inside Kaisha: Demystifying Japanese Business Behavior" N. Yoshimura & P. Andersen, **Administrative Science Quarterly**, 45:180-183.

## PAPER PRESENTATIONS

Kumar, R. (2018). "*Management of ambiguity in strategic collaborations: The role of national culture*". Paper accepted for presentation at SIETAR Japan World Congress, August 7-11.

Halgin, D., Mehra, A., Budhwar, P., Kumar, R. & Borgatti, S. (2018). "*Culture networks and performance: Explaining gender differences in returns to social networks in organizations*". Paper accepted for presentation at the Annual Meeting of the Academy of Management, Chicago, August 10-14.

De, S., Kumar, R., Tewari, M. & Ramanlal, P.K. (2018). "*Alliances and stock market response: A comparative analysis across industries*". Paper accepted for presentation at 25th Annual Conference of the Multinational Finance Society, Budapest, Hungary, June 24-27.

De, S., Kumar, R., Tewari, M. & Ramanlal, P.K. (2017). "*Alliances and stock market response: A comparative analysis across industries*" (with S. De, M. Tewari, & P.K. Ramanlal,). Paper presented at the Indian Finance Conference, IIM Bangalore, December 20-22.

Gammelgaard, J. & Kumar, R. (2017). "*Managing conflicts in headquarters subsidiary relations: The role of regulatory focus and organizational power*". Paper presented at the AIB UK conference, April 6-8.

Kumar, R., Van Kleef, G.A. & Higgins, E.T. (2014). "*How emotions impact alliance relationships. Reconceptualizing the role of discrepancies*." Paper presented at the Annual Meeting of the Academy of Management, August 1-5.



- Kumar, R., Van Kleef, G.A. & Higgins, E.T. (2014). *"How emotions impact alliance relationships. Reconceptualizing the role of discrepancies"*. Paper presented at Strategic Management Society Conference Micro – Foundations of Strategic Management Research: Embracing individuals. Copenhagen Business School, June 13-15.
- Kumar, R., Budhwar, P.S. & Patel, C. (2014). *"Self-regulation and expatriate adjustment: The role of regulatory fit"*. Paper presented at the Annual Meeting of the Academy of International Business, Vancouver, June 23-26.
- Kumar, R., Luomala, H. & Singh, J.D. (2013). *"When an intercultural business negotiation fails: Comparing emotions and behavioral tendencies of individualistic and collectivistic negotiators"*. Paper accepted for presentation at the Annual Meeting of the Academy of International Business, Istanbul, July 3-6.
- Kumar, R. (2013). *"Emotional ambivalence and the dynamics of interpartner legitimacy in strategic alliances"*. Paper presented at the Annual Meeting of the British Academy of Management, Liverpool, September 10-12.
- Gammelgaard, J., Kumar, R., & Worm, V. (2011). *"Culture led discrepancies and negotiating conflicts in outsourcing strategic alliances"*. Paper presented at the Annual Meeting of the European International Business Association, Bucharest, Romania, December 8-10.
- Kumar, R., & Das, T.K. (2011). *"Interpartner decision making in alliances: Integrating discrepancies and internal tensions"*. Paper presented at the Annual Meeting of the Academy of Management, San Antonio, Texas.
- Kumar, R. (2011). *"The emotional underpinnings of legitimacy in strategic alliances"*. Paper presented at EGOS colloquium, Gothenburg, Sweden, July 6-9.
- Kumar, R. & Budhwar, P. (2010). *"Alliance instability in international alliances: The role of HRM"*. Paper presented at the 11<sup>th</sup> Annual International human resource management conference, University of Aston, Birmingham, UK, June 9-12.
- Kumar, R. (2010). *"Managing strategic alliances: Learning to live with ambiguity"*. Invited presentation at ESRC Research Seminar Series: Collaborative futures: New insights from intra and inter sectoral collaborations, University of Birmingham, Birmingham, UK, February 23.
- Kumar, R. & Das, T.K. (2009). *"Interpartner sensemaking in strategic alliances: Managing cultural differences and internal tensions"*. Paper presented at the Annual Meeting of Academy of Management, Chicago, Illinois, USA, August 7-11.
- Kumar, R. (2009). *"Negotiation research: A state of the art overview"*. Invited presentation at Copenhagen Business School, Copenhagen, Denmark, June 9.

- Kumar, R. & Das, T.K. (2008). *"Regulatory focus, opportunism, and alliance development"*. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA, USA, August 8-13.
- Andersen, P.H. & Kumar, R. (2008). *"Institutional distance and the dynamics of outsourcing"*. Paper presented at conference on offshoring and outsourcing: The organization and geographic relocation of high value functions, Bocconi conference on outsourcing, Milan, Italy, April 23-24.
- Kumar, R. (2008). *"Alliances in a globalizing world: The relevance of national culture"*. Invited key note presentation at Workshop on Culture and alliances, University of Maastricht, Maastricht, Netherlands, April 3-4.
- Das, T.K. & Kumar, R. (2006). *"The quest for harmony in strategic alliances: Alternatives to a conflict based view"*. Paper presented at the Annual Meeting of Academy of Management, Atlanta, USA, August 11-16.
- Kumar, R. (2005). *"Contested meanings and emotional dynamics in strategic alliances"*. Paper presented at the Symposium on Emotions in Organizational Context, at the Annual Conference of International Society of Research on Emotions, Bari, Italy, July 11-15.
- Kumar, R. & Das, T.K. (2004). *"Interpartner legitimacy in the alliance development process"*. Paper presented at the Annual Meeting of Academy of Management, New Orleans, LA, USA, August 6-11.
- Kumar, R., Rangan, U.S. & Rufin, C. (2004). *"Negotiating complexity and legitimacy in independent power development"*. Paper presented at the Annual Meeting of Academy of International Business, Stockholm, Sweden, July 10-13.
- Kumar, R. & Worm, V.W. (2003). *"A comparative analysis of Indian and Chinese negotiating behavior"*. Paper presented at the Annual Meeting of the Academy of Management, Seattle, WA, USA, August 1-6.
- Das, T.K. & Kumar, R. (2003). *"The dynamics of learning co-evolution in strategic alliances"*. Paper presented at the Annual Meeting of the Academy of Management, Seattle, WA, USA, August 1-6.
- Andersen, P.H. & Kumar, R. (2003). *"Emotions and the dynamics of relationship development in buyer-seller dyads"*. Paper presented at the European Marketing Academy Conference, Strathclyde, Glasgow, U.K., May 20-23.
- Kumar, R. (2003). *"Managing strategic alliances in the power generation industry"*. Paper accepted for presentation at the Annual Power Generation Conference, Orlando, Florida, USA, December 10-12.

- Andersen, P.H. & Kumar, R. (2002). *"Emotions, trust, and relationship development in buyer-seller dyads: A conceptual model"*. Paper presented at the Nordic Workshop on Interorganizational Research, Kolding, Denmark, August 16-18.
- Kumar, R., Rangan, U.S. & Rufin, C. (2002). *"Greenfield investment in the energy industry: Negotiating complexity and legitimacy"*. Paper presented at the Annual Meeting of the Academy of Management, Denver, Colorado, USA, August 9-14.
- Kumar, R. (2002). *"Making acquisitions work: The role of emotional cycles"*. Paper presented at the Mergers and Acquisitions Summit, Calgary, Canada, June 6-9.
- Kumar, R. (2001). *"Negotiating independent power projects: How to survive the perils of complexity"*. Paper accepted for Power Gen Conference, Las Vegas, USA, December 5-9.
- Kumar, R. & Worm, V.W. (2001). *"Social capital and the management of process ambiguities in Sino-Danish business negotiations"*. Paper presented at the Annual Meeting of the European International Business Association, Paris, France, December 13-15.
- Kumar, R. (2001). *"National culture and emotions in negotiations: An overview"*. Paper presented at the Culture and Negotiation Conference, Northwestern University, Chicago, USA, October 26-28.
- Kumar, R. & Worm, V.W. (2001). *"Social capital and the management of process ambiguities in Sino-Danish business negotiations"*. Paper presented at the Annual Meeting of the International Association of Conflict Management, Essec, Cergy Pontoise, France, June 25-28.
- Kumar, R. & Ranganathan, V.S. (2000). *"Interpretative performance and the management of legitimacy in under-structured environments"*. Paper presented at the Annual Meeting of the Academy of Management, Toronto, Canada, August 4-9.
- Kumar, R. & Nti, K.O. (1999). *"National cultural values and the evolution of process and outcome discrepancies in international strategic alliances"*. Paper presented at the annual meeting of the Academy of International Business, Charleston, South Carolina, USA, November 20-23.
- Kumar, R. & Nti, K.O. (1999). *"National cultural values and the evolution of process and outcome discrepancies in international strategic alliances"*. Paper presented at the annual meeting of the Strategic Management Society, Berlin, Germany, October 2-6.
- Kumar, R. (1999). *"Brahmanical idealism, anarchical individualism, and the dynamics of Indian negotiating behavior"*. Paper presented at the annual meeting of the International Association of Conflict Management, San Sebastian, Spain, June 20-23.
- Kumar, R. & Weggeman, M.C.D.P. (1998). *"Strategic thinking in a globalizing world: Understanding strategy as creative judgment"*. Paper presented at the annual meeting of the Strategic Management Society, Orlando, Florida, USA, November 1-4.

- Kumar, R. & Nti, K.O. (1998). *"Cost reduction and differential learning in international strategic alliances"*. Paper presented at the fifth international conference on multi organizational relationships and strategic alliances, Oxford, U.K., July 6-8.
- Kumar, R. & Andersen, P.H. (1998). *"Interpartner diversity and the management of meaning in international strategic alliances"*. Paper presented at the Annual meeting of the Academy of Management, San Diego, California, USA, August 9-12.
- Kumar, R. (1998). *"A script theoretical analysis of international negotiating behavior"*. Paper presented at the biannual research on negotiations conference, Duke University, Raleigh-Durham, North Carolina, USA, April 17-19.
- Kumar, R. & Nti, K.O. (1998). *"Culture and the dynamics of competitive collaboration: Sense making in or of chaos?"* Paper accepted for presentation at the 4<sup>th</sup> International Conference on Multi-Organizational Partnerships & Cooperative Strategy, Balliol College, Oxford, U.K., July 8-10.
- Kumar, R. (1997). *"Confucian pragmatism vs Brahmanical Idealism: Understanding the divergent roots of Indian and Chinese economic performance"*. Paper accepted for presentation at the European Organizational Studies Group Colloquium, Budapest, July 3-5.
- Kumar, R. & Nti, K.O. (1997). *"The role of differential learning and interaction in alliance dynamics: A process and outcome discrepancy model"*. Paper presented at Insead/Organizational Science Conference on Strategic Alliances, Fontainebleau, France, June 28-29.
- Kumar, R., Ulijn, J.M. & Weggeman, M.C.D.P. (1997). *"Sense making in a globalizing world: The impact of culture on a multinational firm's strategic behavior"*. Paper presented at Sietar Europe Conference, Poitiers, France, February 27-March 2.
- Kumar, R. (1997). *"Learning in understructured organizational environments: Lessons from power sector development in Asia"*. Paper presented at The Learning Organization Conference, West Yorkshire, U.K., January 21.
- Kumar, R. (1996). *"Culture and the management of interorganizational collaboration: Some insights from complexity theory"*. Invited presentation, University of Witten, Witten, Germany, May 21-22.
- Kumar, R. (1996). *"Culture and the dynamics of competitive collaboration: Sense making in or of chaos"*. Paper presented at EFMD Workshop on Relationship marketing in an era of Hypercompetition, Rotterdam, Netherlands, May 7-9.
- Kumar, R. & Nti, K.O. (1995). *"Differential learning and alliance outcomes: A process based discrepancy model"*. Paper presented at the Institute of International Business, Stockholm School of Economics, Stockholm, Sweden, October 4-6.

- Nti, K.O. & Kumar, R. (1995). *"Differential learning and strategic alliances"*. Paper presented at TIMS Marketing Science Conference, Sydney, Australia, July 2-5.
- Nti, K.O. & Kumar, R. (1995). *"The role of differential learning in strategic alliances"*. Paper presented at TIMS International Conference, Singapore, June 25-28.
- Nti, K.O. & Kumar, R. (1995). *"Managing the learning process in strategic alliances"*. Paper presented at Conference on Collaborating across Organizational Boundaries, University of Strathclyde, Glasgow, U.K., June 23-25.
- Kilduff, M. & Kumar, R. (1994). *"Mind as machine versus Mind as jungle: A critique of the cognitive perspective in organizational behavior"*. Paper presented at the twenty third annual meeting of the International Association of Applied Psychology, Madrid, Spain, July 23-27.
- Kumar, R. (1992). *"Cross cultural negotiations: Some guidelines for effective negotiating"*. Paper presented at the Workshop on Managing across cultures, sponsored by EIASM, Brussels, ESSEC, Cergy-Pontoise, France, November 23-24.
- Kumar, R. & Padmanabhan, V. (1991). *"The relationship between equity market liberalization and economic development in developing countries"*. Paper presented at the Third International Conference of Marketing and Development, New Delhi, India, January 4-7.
- Kumar, R. (1989). *"Affective dimension in international negotiations"*. Paper presented at The Annual Meeting of Society of International Education, Training and Research, Boston, MA, USA, May 24-27.
- Kumar, R. (1987). *"Cross cultural dimension of negotiation: Some perspectives from social cognition"*. Paper presented at The Annual Meeting of the International Society of Political Psychology, San Francisco, CA, USA, July 4-7.
- Kumar, R. (1987). *"Affect, cognition and decision making in negotiation: A conceptual integration"*. Paper presented at the International Conference of Conflict Management Group, Fairfax, VA, USA, June 23-25.
- Kumar, R. (1986). *"Cognitive foundations of cross cultural communications: An American and Japanese comparison"*. Paper accepted for presentation at The Annual Cross Cultural Counseling and Communication Conference, Syracuse University, Syracuse, New York, USA.

## CONFERENCE

- Organized a conference with Copenhagen Business School on International/intercultural negotiations, April 8-9, 2010. [www.negconf.cbs.dk](http://www.negconf.cbs.dk).
- Organized a conference on "Understanding India". The conference was held at the Aarhus School of Business, November 3<sup>rd</sup> to 5<sup>th</sup> 2005 and was funded by the Danish Social Science

Foundation. An interdisciplinary conference we invited leading scholars from around the world working on India to share their perspectives on Indian development.

## **SUPERVISION**

Masters and MBA dissertations, University of Nottingham Business School (2008-to 2014).

Masters thesis, Aarhus School of Business (1997-2007 December).

## **EXTERNAL ASSESSOR**

- Served on the faculty recruiting committee at Aarhus School of Business, 2006-07.
- Served on the recruitment committee for the William Schreyer Chair in Global Business, Penn State University, 1994-95.
- Evaluator ESRC Project on Collaborative Partnerships 2008-09.
- Reviewer, British Academy Grants.
- Member doctoral committee Anna Sundberg Sward, Norwegian School of Economics and Business Administration, Oslo.
- Ph.D. thesis on Multicultural Teams, Management Development Institute, Gurgaon, India, 2007.
- Ph.D. thesis on Strategic Alliances at Aalborg University, 2006.

## **PROFESSIONAL ACTIVITIES**

- Ad hoc Reviewer for **Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Industrial and Corporate Change, Organization Studies, Journal of Management Studies, International Journal of Conflict Management, International Business Review, International Negotiation Journal, Long Range Planning, International Studies of Management and Organization.**
- **Coeditor**  
Co-edited a special issue on cross cultural negotiations (with Anne Marie Bulow at Copenhagen Business School) for *International Negotiation Journal*.
- Committee Member Aldis Sigurdarottir " Tactics in B2B Negotiations in SME's", University of Reykjavik, Iceland, August 23, 2018
- Committee Member, Kuilin Liu's Thesis "The dynamics of Sino-Western Joint Venture Negotiations: A Process Study", University of Strathclyde, Glasgow (March 9, 2015).
- Faculty promotion, Babson College, USA, 2009-10.
- Faculty recruitment Aarhus School of Business, University of Aarhus, 2010-11 & 2011-12.

## Other

- Invited by Financial Times to develop an online module for International Strategy for their MBA program.

## CONSULTING

- EADS Leadership Training Center, France
- Suzlon Energy, India
- Novozymes, Denmark
- Danfoss, Denmark
- RWE Energy, Germany
- UPM Kymmene, Finland Trompenaars
- Hampden Turner, Netherlands
- Nomadic International Business Psychology
- United Nations Centre On Transnational Corporations
- Alliance Boots
- e2v

## ADMINISTRATIVE RESPONSIBILITIES

Member Curriculum Committee, Menlo College, Atherton, California.

Director MSc Program in Corporate Strategy and Governance, University of Nottingham (2008-2014)

- Responsibility for program design and development
- Operational responsibilities for the program on a day to day basis
- Mentoring and guiding students in the program

## PROFESSIONAL MEMBERSHIPS

- Academy of Management

**OTHER** US Citizen

## ADDENDUM (LIST OF COURSES THAT I HAVE TAUGHT)

**International Management/Strategy** (Undergraduate and graduate level courses)

- International business
- International business strategy
- International management
- Globalization and the World Economy
- Global Business in Asia
- Strategic management
- Introduction to management strategy
- Strategic collaboration
- Globalization and the world economy

**International Organizational Behavior** (Undergraduate and graduate level courses)

- Comparative management
- International negotiations
- Indian business and society
- Intercultural competence
- Cross cultural management
- Seminar in international negotiations

**References:** To be furnished on request