

**1992 - 1993**

**Consultant**

*Transnave Naviera Nacional*, Guayaquil, Ecuador  
Strategy consultant to the CEO. Designed and implemented a comprehensive quality improvement program consistent with the ISO 9000 international quality standards. Directed training program of staff of 200.

**1992 - 2000**

**Consultant**

*University of Massachusetts Boston*, Boston, MA.  
Introduced Total Quality Management to department heads and faculty. Assisted Faculty Council, School of Management, Department of Psychology and Department of Sociology in strategic planning efforts.

## **CURRENT ACADEMIC MEMBERSHIPS**

Academy of Management  
Academy of International Business

## **SELECTED CONSULTING EXPERIENCE**

- 2002 – 2004**                    **Consultant**  
*Incyde (Fundación Cameral para la Creación y Desarrollo de Empresas)*, Madrid, Spain. Consultant to approximately 250 small- and medium-sized businesses throughout Spain.
- 1997**                                **Consultant**  
*Archipelago Productions (A Multimedia Division of Harcourt Brace & Company)*, Monterey, CA.  
Conducted extensive organizational and process analysis.  
Developed new strategies for process mapping and production capacity increase.
- 1995 - 1996**                    **Consultant**  
*Harvard Institute for International Development, Harvard University*, Cambridge, MA.  
*Education Reform Project in Asunción, Paraguay*  
Worked with the “National Council for Educational Reform” and Department heads at the Ministry of Education on strategic planning and the introduction of Total Quality Management in the educational reform process. Trained educational supervisors in team-based problem solving and continuous improvement techniques. Initiated a series of lectures, co-sponsored by the Harvard Institute for International Development and the Ministry of Education, by internationally renowned experts in strategic planning, policy-making, and educational reform for the Ministry.
- 1995**                                **Consultant**  
*Harvard Medical School*, Boston, MA  
Evaluated existing training programs for support staff of one thousand. Designed a comprehensive training plan consistent with on-going reengineering efforts. The training program consisted of courses and modules leading to an internal management and leadership certification.
- 1993 - 1994**                    **Consultant**  
*National Institute for Family and Childhood (INNFA)*, Quito, Ecuador Responsible for organizational development and implementation of a Total Quality Management program. Designed and coordinated training modules and seminars for department heads and coordinators of medical and social services staff nationwide.

## **MANAGEMENT DEVELOPMENT AND TRAINING EXPERIENCE**

**1990 - present**      Developed and presented executive development programs in the United States, Spain, Portugal, Brazil, Ecuador, Guatemala, El Salvador, Bolivia and Paraguay. Sponsoring organizations included among others: *The Harvard Institute for International Development (Cambridge, MA)*, *GOAL/QPC (Methuen, MA)*, *The European Monitoring Center for Drugs and Drug Addiction (Lisbon, Portugal)*, *The Catholic University (La Paz, Bolivia)*, *the School of Business Administration (Asuncion, Paraguay)*, *the Guatemalan Association of Businessmen (Ciudad de Guatemala, Guatemala)*, and *the Polytechnic School of the Coast (Guayaquil, Ecuador)*.

### **Executive training seminars offered**

- Intercultural Management
- The Balanced Scorecard
- Knowledge Management
- Competitive Strategy
- Strategy Implementation
- Strategic Planning
- TQM in Higher Education
- TQM in Education
- Hoshin Planning

## **ACADEMIC HONORS, AWARDS, AND SCHOLARSHIPS**

**David W. Karney Fellowship for outstanding achievement in the doctoral program**, *Boston University*.

**Scholarship**, *Harvard Graduate School of Education*.

**Invited member of the American Business Honor Society for outstanding business graduates** - *Delta Gamma Sigma*.

**Scholarship for outstanding academic achievement**, *Deutscher Akademischer Austauschdienst, Federal Republic of Germany*.

## **LANGUAGES**

<b>English</b>	Native fluency
<b>Spanish</b>	Native fluency
<b>German</b>	Proficient
<b>French</b>	Proficient

“The Empire Strikes Back: the Re-emergence of China as an Economic and Political Superpower.” Paper presented at the Conference: *Towards a new generation in Global Governance?* at the University of Ghent, November 14-15, 2005.

“The Risks of Globalization: the Case of Chinese Textile Exports.” *Journal of Law Studies of the University of Jaen* (December, 2006). Previously presented at the conference “Globalisation and the Crisis of the State” at the University of Jaen (May 20-21 2005).

### **BOOKS PUBLISHED**

Strategies for Quality Improvement, ed., 2<sup>nd</sup> edition. Harcourt Brace: Dryden Press. Fort Worth, TX:1999.

Economic Reform in Latin America, ed., Harcourt Brace: Dryden Press. Fort Worth, TX:1998.

Strategy and Strategic Planning., ed., Harcourt Brace: Dryden Press. Fort Worth, TX:1998

Training and Management Development: a TQM approach., ed., Harcourt Brace: Dryden Press. Fort Worth, TX:1996.  
Instructor’s manual by editor accompanies the book.

The Manager in the World Economy: The European Union, ed., Harcourt Brace: Dryden Press. Fort Worth, TX:1996.  
Instructor’s manual by editor accompanies the book.

Readings in Total Quality Management, ed., Harcourt Brace: Dryden Press. Fort Worth, TX:1994.

ISO 9000 and Strategies to Compete in The Single European Market, ed., GOAL/QPC, Methuen, MA:1993.

### **Other Research Activities**

Reviewer for The Academy of Management Learning and Education Journal, and the International Journal of Organizational Analysis

“The Need for an Interdisciplinary Approach to the Study of Violence,”  
Published in the Proceedings of the 2<sup>nd</sup> World Congress on Violence, organized by the University of Montreal and Amnesty International (1992).

## EDUCATION

- 2001**                    **Doctor of Business Administration**, concentration in Strategy, *Department of Strategy and Policy, Graduate School of Management, Boston University, Boston, MA.*
- Dissertation:** *An Empirical Study of Strategy – Structure – Performance Relationships of Graduate Business Schools and AACSB Accredited MBA Programs.*
- 1995**                    **Master of Education**, concentration in Administration, Planning and Social Policy (APSP), *Harvard University Graduate School of Education, Cambridge, MA.*
- 1989**                    **Master of International Relations**, *Graduate School, Boston University, Boston, MA.*
- 1988**                    **Master of Business Administration**, *Graduate School of Management, Boston University, Boston, MA.*
- 1986**                    **Bachelor of Business Administration**, Major in International Business *School of Business Administration, University of Miami, Coral Gables, FL. Graduated with honors *magna cum laude*.*

## RESEARCH

Scholar cited in the International Directory of Business and Management Scholars and Research 1995-1996, Vol. I A-Lon. *Harvard Business School Press*. Boston, MA:1995.

### **Recent Research**

Main areas of current research: International Business, Strategy in Higher Education.

“China, an Economic Superpower: Out of Many One?” *Journal of Transnational Management* (Vol. 13, N. 2, 2008).

“The Internationalization of MBA Programs: 1990-2000.” Paper presented at the Academy of International Business Conference at Indianapolis, June 2007.

“Evaluating Gender Parity in Graduate Business Schools: 1990-2000.” Paper presented at the Academy of Management Conference at Atlanta, August 2006.

“Pôles de compétitivité dans le secteur du tourisme : Du rôle de l’Etat et des collectivités territoriales,” with Guillaume Biot-Pacquerot. Paper presented at the Champlain Conference on Tourism, co-sponsored by UQAM, the University of Angers, and ESC La Rochelle, May 4-5, 2006.

“Third World Multinationals Revisited,” with Juan Carlos Herken. *Journal of Transnational Management* (Vol. 11, N. 4, 2006).

- 1997 - 1998**                    **Adjunct Faculty**, *University of Massachusetts Boston, Department of Management and Marketing*, Boston, MA.  
Taught graduate (MBA) business courses.
- 1990 - 1994**                    **Full-time Visiting Lecturer**, *University of Massachusetts Dartmouth, Department of Management and Human Resources*, N. Dartmouth, MA.  
Taught graduate (MBA) and undergraduate business courses.  
Chair of a task force of academic quality improvement.  
Introduced Total Quality Management concepts to the area of Student Services. Developed a process improvement plan with the Vice-Chancellor of Student Services and department heads; designed and conducted training workshops. The program emphasized strategic benchmarks and team-based improvement efforts in services provided to students through various departments.
- 1989**                                **Visiting Lecturer**, *Boston University London*, London, U.K.

**Teaching experience (1989-2008)**

Main teaching areas are Strategy and International Business.

Undergraduate and graduate strategy and international business courses taught include:

- Management Policy
- Competitive Strategy
- Strategy Implementation
- International Strategy
- Graduate Seminar: Intensive Industry Analysis and Strategy
- International Business
- Multinational Strategies, Tactics and Positioning
- International Finance
- International Marketing
- International Economic Relations
- Intercultural Management
- Graduate Seminar: Doing Business in the European Community
- Graduate Seminar: Doing Business in Latin America

Other graduate and undergraduate courses taught include among others:

- Innovation and Technology
- Professional Ethics and Corporate Social Responsibility
- Negotiations

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### **ACADEMIC/TEACHING EXPERIENCE**

- 2007 – present**      **Associate Professor** of International Business, American University of Paris, Paris, France.
- 2005 - 2007**      **Professor** of Strategy and International Business, Group Sup de Co La Rochelle, La Rochelle, France.  
Responsible for the design and implementation of the new geographic concentrations of the *grand école* program.
- 2004 – 2005**      **Director of Programmes and Research**, *EuroArab Management School*, Granada, Spain.  
Responsible for revising all academic activities, faculty, research, and the allocation of a budget of approximately \$1 million. Redesigned masters programmes. Hired and evaluated faculty. Launched new *Master in Human Resources Management* in collaboration with ISCAE in Casablanca, Morocco. Negotiated with partner institutions in Europe and in the member states of the Arab League.
- 2002 – 2004**      **Adjunct Faculty**, *Instituto de Empresa*, Madrid, Spain.  
Taught MBA and Executive MBA courses in Competitive Strategy and Strategy Implementation.
- 1988 - present**      **Adjunct Faculty**, *Boston University, School of Management, Department of Strategy and Policy; Metropolitan College, Department of Administrative Sciences*, Boston, MA.  
Taught graduate and undergraduate business courses in Strategy, International Business, Finance, and Innovation and Technology.
- 1998 - 2000**      **Associate Professor of Business**, *Endicott College*, Beverly, MA.  
Taught undergraduate business courses and advised students. Chair of Curriculum Committee and member of International Advisory Committee. Negotiated international exchange program with a European university on behalf of Endicott College. Developed an integrated curriculum for international studies.
- 1997 - 1998**      **Associate Professor of Business**, *Berklee College of Music, Department of Music Business*, Boston, MA.  
Taught undergraduate business courses.