

HAMID ETEMAD: Curriculum Vitae

Residence: 527 Chemin de la Cote Ste-Catherine
Outremont, Quebec
CANADA. H2V-2B7

Work: Desautels Faculty of Management
McGill University
1001 Sherbrooke St. West
Montreal, Quebec
CANADA. H3A-1G5
Tel: (514) 398-4018
Fax: (514) 398-3876
E-mail: hamid.etemad@mcgill.ca

PERSONAL DATA

Marital Status: Married
Health: Excellent

EDUCATIONAL BACKGROUND

- Ph.D. University of California at Berkeley, Haas School of Business, 1978. Thesis Topic in Game Theory and International Business entitled: A Game Theoretic Approach to MNC and Host Country Relations (Degree Conferred on June 17, 1978 and inducted to **Beta, Gamma Sigma National Honour Society shortly thereafter**).
- M.B.A. University of California at Berkeley, Haas School of Business, 1972. Major areas of emphasis: International Business, Operations Management, and Marketing (Degree Conferred on June 17, 1978).
- M.Sc. University of California at Berkeley, Faculty of Engineering, Mechanical Engineering and Design, 1969. Specializations: Design of Innovative shapes, Metal Processing and Extensive Study of "Fatigue" in Materials (Degree Conferred in June 1970).
- M.Eng. University of Tehran (Tehran, Iran), Faculty of Engineering, Electro-Mechanical Engineering, specialized in Mechanical Engineering (Degree Conferred in July 1964).

I. BUSINESS EXPERIENCE

ATR - Advanced Technology Resources Inc., Montreal, Canada. Director. The company specializes in Customized software and in-house training services (May 1985 to 1995).

No/Ax Systems Inc., Montreal, Canada. Director and Founder. The company specialized in electronic peripheral equipment (January 1986 to January 1989).

Wilhide and Associate Consulting Co. Advisor and Consultant for Centres of Excellence (e.g., World Product Mandate Operations) and International Marketing projects and (1984 to 1988).

Compass Container Company, Richmond, California. Design Engineer. Designer of new container (for containerized precision cargo, Summer 1968).

Petroleum Consulting Engineers, Tehran, Iran. Design Engineer. Design of crude oil pipeline, oil pumps and transportation systems were the major responsibilities (August 1967 - December 1967).

Extension and Development Corps, Training Center, Karaj, Iran. Responsible for design and construction of buildings and installations (sewage, plumbing, power transmission lines, Heating and communication systems, irrigation canals, lighting, etc.) and trouble-shooting in all above areas at the center. (May 66 to August 67).

II. TEACHING EXPERIENCE AND APPOINTMENT

McGill University, Faculty of Management, Montreal, Quebec. Associate Professor of International Business, Marketing and Entrepreneurship (1983 to present).

McGill University, Centre for Continuing Education, Montreal, Quebec. Faculty member teaching International Business, Marketing and E-commerce courses (1985 to present).

The University of West Indies, Institute of Business, Port of Spain, Trinidad. Visiting Professor of International Business in Executive MBA Programs (Summer Sessions, 1996 to 2004).

Rochester Institute of Technology (RIT), School of Business, Rochester, New York. Visiting Professor of International Business and Management of Technology, (Spring and Summer, 1990).

University of New Brunswick, Faculty of Commerce. Fredericton, New Brunswick. Visiting Professor of Marketing (Winter 1990).

University of Hawaii, School of Business, Pacific Asian Management Institute. Visiting Professor of International Business, Summer 1991.

Peoples' University of China, Faculty of Commerce and Administration, Beijing, Peoples Republic of China. Visiting Professor of Marketing (Summer 1987)

McGill University, Faculty of Management, Montreal, Quebec. Assistant Professor of International Business and Marketing, (1978 to 1983).

University of California at Berkeley (UCB), Haas Graduate School of Business Administration, Berkeley, California. Lecturer in Operations Management and International Business, (1977 - 1978).

Boston University, Faculty of Management and Administration, Boston, Massachusetts. Acting Assistant Professor in Economics, Management Science and Operations Management, (1976 - 1977).

University of California at Berkeley, Haas Graduate School of Business Administration, Berkeley, California. Lecturer in International Business, (1974 - 1976).

Saint Mary's College, Piedmont, California. Lecturer in International Business and Marketing, (1974 - 1975).

III. ACADEMIC COURSES DESIGNED AND TAUGHT

Application of Statistics and Mathematics in Business (at Under Graduate and MBA Levels)

Comparative Systems in International Business (at Graduate Level)

Management of Globalization Process (at Graduate Level)*

International Business Environment (at Under Graduate and MBA Levels)*

Introduction to International Business (at Under Graduate and MBA Levels)

Introduction to International Business Environment (at Under Graduate and MBA Levels)

International Business Policy/Strategy (at Under Graduate and MBA Levels)*

International Marketing Management (at Under Graduate, MBA Levels in Montreal and Japan)¹

Internet Marketing Strategies and Management (at Graduate and Under-graduate Level)^{2*}

Issues in Management of Strategic Alliances and Collaborative Arrangements (at Ph.D. Level)^{3*}

Macro Economics and Economic Policy (at Under Graduate and MBA Levels)

Management of Collaborative Arrangements (at Executive Level)*

Management of Globalization Process (at Graduate and Executive Levels)*

Management of Technology (at Graduate and Executive Level)*

Management of Technology for International Competitiveness (at Graduate Level)*

Marketing Management I (at Under Graduate and MBA Levels)

Micro Economics and Managerial Economics (at Under Graduate and MBA Levels)

Quantitative Methods: Modeling and Analysis (at Under Graduate Level)

Strategic Issues in Managing High-Technology Firms*⁴

¹ A course given currently; Syllabus and Student Ratings are available.

² A course given recently; Syllabus is available.

³ A course given recently; Syllabus is available.

⁴ A course given recently; Syllabus is available.

Special Topic: Marketing of Exports and Imports (Winter 2011)
Statistics for Business Decisions.

IV. PROFESSIONAL/EXECUTIVE SEMINARS AND COURSES

Exporting Techniques: A series of seminars designed for export managers and/or International Marketing Executives of medium to large-sized companies to cover various aspects of exporting. These seminars were sponsored by the Federal Department of Regional Industrial Economic Expansion (DRIEE) and External Affairs Canada, Canadian Manufacturer's Association and Board of Trade (offered repeatedly between 1981 and 1985).

Exporting: A course designed for executives of small to medium-sized firms to introduce and provide them with the basics of exporting. The course was sponsored by and offered through McGill's Continuing Education (offered repeatedly between 1984 and 1990).

Importing: A course designed for executives of small to medium sized firms on various aspects of importing. The course was offered through McGill's Continuing Education on bi-annual basis (offered repeatedly between 1986 and 1992).

Management of Technology: A seminar designed for executives of high-technology firms for problem solving through evaluating, coordinating and integrating various aspects of their firm's technology-related activities.

Management of Globalization Process: A seminar designed primarily for public sector authorities and executives of small and medium sized enterprises to increase their understanding of the globalization issues, process, and their implication for policy making and strategic implementation, as well as the discussion of management problems inherent in the process.

Management of Strategic Alliances and Collaborative Arrangements: A seminar designed for business executives who are in the process of, or involved in, the management of such arrangements to increase their sensitivity to and enhance their managerial capabilities for dealing with a wide range of issues, including conflict resolution, problem-solving, management in cross cultural settings (of both the physical and corporate cultures) and issues inherent in non-equity, strategic alliances and collaborative arrangements.

Strategic Issues for Managing High-Technology Firms: A seminar designed for business executives in smaller High-Technology enterprises who are faced with, or involved in, the management of a wide range of issues, including technological obsolescence and speed-up, costs related to fixed costs regimes, Time compression, Collaboration in supply chain relations, problem-solving in cross cultural settings and issues inherent strategic alliances in high-Technology.

* This course was designed and then taught.

International Marketing of Chinese Goods and Services in Global Markets: An International Marketing Course designed for Chinese Executives in Preparation for Peoples Republic China's Membership in World Trade Organization and Entry into international markets.

Internationalization of Small Regional Firms through the Formation and Management of Alliances: A Course Designed for the Executives of Small Progressive Firms in preparation of Caribbean Common Market (Caricom-2005)

V. PRIMARY THEMES OF TEACHING AND RESEARCH INTEREST

Agile Strategies in Small High Growth Enterprises⁵

Effect of Technology on Business Strategy and Marketing

Collaborative Arrangements and Strategic Alliances

Comparative Marketing

Factors Impacting Rapidly-Growing Small Firms

Generation and Control of New Technology (Patents and Patenting Issues)

Globalization and Small Enterprise

High-growth and High-growth Enterprises

Internationalization of Entrepreneurship in Small and Medium-Sized Enterprises⁶

Internationalization and Internetization⁷.

The Internet and Internationalization of Small and Medium-Sized Enterprises

Issues in Exports by Smaller High-Technology Enterprise

Issues in Industrial Clusters: Internal and External Economies, Social Capital and Learning firms

Issues in Creating and Managing Knowledge Networks

Life Cycle of High-growth and Rapidly Internationalizing Firms: From Start-Up to Bankruptcy⁸

Marketing and Development

Marketing of Exports and Imports

Multinational Corporations' Impact on and Relations with Host Countries

Rapid Growth in Small Enterprises (RGEs)⁹

Rapidly Internationalization of Small and Medium size Enterprises (RIEs)¹⁰

⁵ This is a recent theme in my research

⁶ This is the general theme of my research and writing in the past decade.

⁷ This is a recent theme in my research

⁸ This is the topic of my current research and writing.

Strategic Issues in High-Technology
Symbiotic Relations between Smaller and Larger Firms
Theory of Multinationals Enterprises
Issues in Management Education at various levels
International Business Policy/Strategy
International Marketing Issues, including Exporting, Importing and Counter-trade
Role of Technology in Multinational Subsidiary and Impact on Host Countries
Universities' Role in Creating and Supporting Knowledge-Intensive Small Firms

**VI. PROFESSIONAL APPOINTMENTS: SENIOR EDITORSHIP, GUEST EDITORSHIP,
MEMBER OF EDITORIAL BOARD AND REVIEWER OF SCHOLARLY JOURNALS:**

1. **Invited as a Member of the Assessment Committee of SSHRC**, August 2010 to?
2. **Editors-in-Chief, Journal of International Entrepreneurship (JIEN)**. JIEN is considered as the leading dedicated scholarly journal in International Entrepreneurship. It is currently published by Springer Scientific (formerly published by Kluwer Scientific Publishers). I was invited to accept the full responsibility for the position as of January 2006. My tenure is extended for the next four years with the option to extend it for another three years. The journal publishes only accepted double-blind peer-reviewed articles in four quarterly issues. Accepted articles are available on-line first before appearance in the journal issues. For more details see: on-line first <http://www.springer.com/business/entrepreneurship/journal/10843>
3. **Member of Editorial Board, the Annals of innovations Entrepreneurship (AIE)** -- published by CoAction Publishing (Sweden) and the University of Gothenburg, covering a broad range of innovation and entrepreneurship topics, invited to join the board in April 2010 (continued to date).
4. **Member of Editorial Board, Journal of Small Business and Enterprise Development (JSBED)**, invited to Join the Board in January 2004 (continued to date).

⁹ This is the topic of my current research and writing.

¹⁰ This is the topic of my current research and writing.

5. **Volume Series Editor, McGill International Entrepreneurship Series of Books**. This is a Series of Book Volumes is published by Edward Elgar Publishing under the above title. The Series was launched officially in July 2003 with the publication of its first volume, the second and the third volumes were released in the Spring 2004 and Fall 2004, respectively. The fourth volume will be available early in 2013 (delayed from 2012). The fifth volume will be available in 2013 Two other volumes are in various preparation and planning stages. I am the editor (Volumes 3 and 4 and co-editor (Volumes 1, 2 and 5).
6. **Co-Editors-in-Chief, Journal of International Entrepreneurship**, (JIEN--Published by Springer Sciences / Kluwer Scientific Publishers), invited to accept the position in Fall 2003.
7. **Member of Editorial Board, the International Journal of Entrepreneurship and Small Business** (IJESB -- published by Inderscience Publishers), invited to join the board in November 2002 (continued to date).
8. **Member of Editorial Board, the Journal of International Entrepreneurship (JIEN)**, invited to Join the Board in August. 2001(continued to date).
9. **Senior Editor**, Journal of Global Focus, Appointed, January 1998 to Summer 2000.
10. **Co-Organizer, Co-Chair and Executive Member of Annual MIE Conferences** at University of Management and Technology, Singapore (1999), University of Strathclyde, Glasgow (2001), University of Ulster, Northern Ireland (2003), University of Uddevalla / Throlhattan (2005), University of California at Los Angeles (UCLA, 2007), University of Otago, New Zealand (2008), Hanken (the Swedish School of Management in Finland), Finland (2009), the Southern University of Denmark in Odense, Denmark (2011) and the University of Pavia, Pavia, Italy (2012)
11. **Founding Father, Organizer, Convener and Editor of Proceedings** of McGill Series of International Entrepreneurship (MIE) Conferences, entitled International Entrepreneurship: Researching New Frontiers, held biennially at McGill (starting in September 1998 followed by September 2000, September 2002, September 2004 and September 2006, September 2010, all held in Montreal at McGill University(for more details please see <http://www.mcgill.ca/mie> and Appendix V at the end of this document).
12. **Guest Editor, Management International Review**, (MIR), Volume 45, No. 3 (Summer 2005)
13. **Guest Editor, the Canadian Journal of Administrative Sciences (CJAS)**, Volume 21, No. 1, Spring 2004 (This Issue become the best selling issue of CJAS in 2005). This issue contained the best article of the year and also the second highest purchased and down-loaded article in the history of CJAS up to then.
14. **Guest Editor, the Journal of International Entrepreneurship (JIEN)**, Volume 2, Nos. 1 and 2, June 2004.

15. **Guest Editor**, Small Business Economics, an International Journal, Volume 20, No. 1, Winter 2003.
16. **Guest Editor**, Journal of International Management, Volume 7, No. 3, Summer 2001
17. **Guest Editor**, Journal of International Marketing, Volume 8, No.2, 2000.
18. **Guest Editor**, Journal of International Marketing, Volume 7, No. 4, 1999. This issue contained the *best article of the year in 1999*, which was also selected as the best article of the decade for the journal in Spring 2008.
19. **Guest Editor**, Journal of Global Focus, Volume 11, No. 4, Fall 1999 (Second Part of a Thematic Issue, containing remaining 5 Articles in the topic).
20. **Guest Editor**, Journal of Global Focus, Volume 11, No. 3, Summer 1999 (The First Part of a Thematic Issue, containing Introduction to the topic and 5 Articles).
21. **Member of Editorial Board**, Canadian Public Policy/Analyse de Policy Publique, June 1985 to 1993.
22. **Member of Scientific and Organizing Committees:**
 - a. The 12th Annual McGill International Entrepreneurship in the Swedish School of Management, Vaasa, Finland, September 2009 to September 2010.
 - b. The Eight Throlhattan/Uddaval Symposium and McGill International Entrepreneurship, November 2004-to Dec. 2007.
 - c. The Ninth Uddaval (University of West, Seweden) Symposium and School of Public Policy at George Mason University (Fairfax, Virginia), January 2006-Jan 2008.
23. **Reviewer** for Academic Journals and Scholarly conferences and Publication:
 - a. Canadian Journal of Administrative Sciences
 - b. International Journal of Entrepreneurship and Innovation Management
 - c. Journal of Business Venturing
 - d. Journal of Business Research
 - e. Journal of International Business Studies
 - f. Journal of International Management
 - g. Journal of International Marketing
 - h. Journal of International Marketing Review
 - i. Journal of Small Business Economics
 - j. Journal of Global Focus
 - k. Journal of Transnational Corporations
 - l. Le Gestion.
 - m. Small Business Economics - an International Journal
 - n. Annual meetings of the UK Academy of International Business in different Capacities in years 2001, 2003& 2009 as

- o. Reviewer for International Entrepreneurship Papers,
 - p. Assessor and External Advisor on Thesis Topics in the UK-AIB Doctoral Consortia

 - q. Administrative Sciences Association of Canada (ASAC) Annual Conference in different capacities on ongoing basis:
 - r. Evaluator, Best Ph.D. Thesis Award
 - s. Reviewer, Entrepreneurship Division
 - t. Reviewer, I.B. Division
 - u. Reviewer, Policy and Strategy Division
24. **Review, Assessor / Appraiser**, Social Sciences and Humanities Research Council (SSHRC) especially for Strategic Grants Division.
25. **Reviewer / Assessor** for Book Prospectus and Manuscripts for Edward Elgar Publishing Ltd., Kluwer Scientific Publishing, Nelson Canada and Wiley and Sons Publishing Companies.
26. **Reviewer / Assessor** for Book Prospectus and Manuscripts for Springer Publishing.
27. **Member of International Advisory Board, Scientific Committees, Best Paper Selection Committee and Reviewer** for the International Conferences of the annual McGill International Entrepreneurship Conferences at:
- i) Nanyang University of Singapore, August 1999,
 - ii) University of Strathclyde, Glasgow, UK, September 2001,
 - iii) University of Ulster, Londonderry, Northern Ireland, September 2003, and
 - iv) University of Thralhätan/Uddevalla, Sweden September 2005.
 - v) 2006 Uddevalla Symposium at George Mason University, Fairfax, Virginia, June 2006.
 - vi) 2007 Symposium at the University of West, Sweden, July 2007.
 - vii) 2007 10th annual UCLA Anderson International Entrepreneurship Conference, September 2007. For more details see: <http://www.anderson.ucla.edu/x17313.xml>
 - viii) 2008 11th annual McGill International Entrepreneurship Conference at the School of Management *at the University of Otago, December 2008, New Zealand*. For more details see: <http://www.mieconference2008.otago.ac.nz/>
 - ix) 2009 12th annual McGill International Entrepreneurship at the Swedish School of Management in Finland (Hanken), Vaasa, Finland, September 18-20, 2009, For more details see: <http://www.hanken.fi/public/en/mie2009>
 - x) 2011 14th annual McGill International Entrepreneurship at the Southern university of Denmark in Odense, Denmark, September 16-18, 2011, For more details see: <http://www.mcgill.ca/mie/2011> and <http://www.sdu.dk/mie2011>
 - xi) 2012 15th annual McGill International Entrepreneurship at the University of Pavia in Pavia, Italy, September 21-23, 2012. For more details see: <http://www.mcgill.ca/mie/2011> and <http://economia.unipv.it/mcgill/?pagina=p&titolo=Competitive-paper-tracks>
- VII. INVITED, KEY-NOTE AND PLENARY SPEAKER**

1. *"Rapidly Growing and Internationalizing Enterprises"*, an Invited Key note Presentation on the Rapidly Internationalizing Small Firms from Small Economies at the 2009 Conference of the Helsinki School of Economics, 17 September, 2009, Helsinki, Finland.
2. *"Publishing in International Entrepreneurship"*, An invited address to Doctoral colloquium at the 2009 Annual Meeting of UK AIB, April 2-4, 2009, University of Glasgow, Glasgow, UK.
3. *"The Past Decade of International Entrepreneurship"*: An invited plenary address at the Tenth Anniversary McGill International Entrepreneurship at UCLA Anderson faculty of Management, September 27-30, 2007, Los Angeles, California. For details see: <http://www.anderson.ucla.edu/x17321.xml> .
4. *"Review of the State of International Entrepreneurship and Future Trends"* as a member of a Seven-Member Scholarly Panel at UCLA 10th annual MIE Conference, September 28, 2007
<http://www.anderson.ucla.edu/Documents/areas/ctr/ciber/DetailedProgram.pdf>
5. *"The Knowledge Network, Research Paradigms and Scientometrics: A Smart Start-Up, then Take-Off Strategy via SSCI/SCI, from a Novice to Veteran Researcher"* an invited research presentation at the National university of Taiwan (NTU), December 14, 2005, Taipei, Republic of Taiwan (A Methodological Seminar for the Ph.D. students and Faculty at NTU with Yender Lee). For more details see:
http://web.management.ntu.edu.tw/chinese/IM/News_Detail.asp?NewsID=00116
6. *"The Patterns of E-commerce Practices of Rapidly-Growing Firms in Canada"* an invited research presentation at the National University of Taiwan (NTU), December 14, 2005, Taipei, Republic of Taiwan. For more details see:
http://web.management.ntu.edu.tw/chinese/IM/News_Detail.asp?NewsID=00116
7. *"The Fastest Growing SMEs in Canada: Their E-Commerce and Network Strategies Practices"*, an invited research presentation at the third Klein Symposium, The Pennsylvania State University, October 11-14, 2005, College Park, USA.
8. *"The Potential role of Universities in Creation and Sustained Growth of Knowledge-Intensive Firms and Regions"*, an invited University Seminar at the University of Otago, June 12, 2005, Dunedin, New Zealand.
9. *"Frontiers of International Entrepreneurship: Theory and Research"*, an Invited Presentation at the 2005 meetings of the European Academy of Management (Euram 2005, May 4 to 7), May 5, Munich, Germany.
10. *"International Entrepreneurship as a Complex Open Dynamic Adaptive System: Grounded Theory and Application"*, a plenary presentation at the European Meetings of the Academy of International Business (UK/EAIB), University of Ulster, Londonderry, Northern Ireland, April 21-24, 2004.

11. *"Towards a New Paradigm in International Entrepreneurship"*, a plenary presentation in the Sixth Conference on International Entrepreneurship: Crossing Borders and Researching Frontiers, University of Ulster, Londonderry, Northern Ireland, September 19-22, 2003.
12. *"How do Clusters Form and Work in Canada?"* a plenary presentation for the business community in the British Meetings of the Academy of International Business (UK/EAIB), University of Ulster, Londonderry, Northern Ireland, April 21-24, 2004.
13. *"Strategic Update: Internationalization and Strategic Alliances"*, an invited key note address to the University of West Indies' *"MBA Update"* Conference, Port of Spain, 7 September 2003.
14. *"Strategies for Internationalization of Entrepreneurial Firms Facing Different Competitive Environments"*, a key-note presentation in the Third Biennial Conference on International Entrepreneurship: Researching Frontiers, Montreal, September 13-16, 2002.
15. *"International entrepreneurship in the Age of Alliance Capitalism: Managing Alliance Relationships"*, a key- note presentation in The Fourth International Entrepreneurship Conference at the University of Strathclyde, September 21-23, 2001, Glasgow, UK.
16. *"Internationalization of Small Airlines: Contradiction in Terms or a Newly-Emerging Reality?"*, a key- note presentation in The Fourth International Entrepreneurship Conference at the University of Strathclyde, Sept. 21-23, 2001, Glasgow, UK.
17. *"The Emerging field of International Entrepreneurship: Some Evidence"*, a Key- note presentation in the Second Biennial Conference on International Entrepreneurship: Researching Frontiers, Montreal, September 23-25, 2000.
18. *"Taking Stock of "Dot-Coms"*, an Invited plenary presentation at the Joint International meeting of ASAC and the International Federation of Scholarly Associations of Management (IFSAM) Conference, July 8-12, 2000, Montreal.
19. *"The Knowledge Network of International Entrepreneurship: Theory and Preliminary Evidence"* A plenary presentation at the inaugural Conference on International Entrepreneurship: Researching Frontiers, Montreal, September 21-23, 1998.

VIII. RESEARCH GRANTS HELD:

Principal Investigator, "High-Growth and Rapidly Internationalizing Enterprises: Understanding their Founding, Operations, Lifecycle Characteristics, Economic and Social Importance", a three year standard research grant for **\$69,402**, funded by SSHRC, July 2009-2013. Dr. Rod McNaughton of Waterloo University is the co-applicant on this research grant.

Principal Investigator, “International Entrepreneurship Strategic Knowledge Cluster (IE.Net)”, is an eight year and **\$1,950,336.00** project. The International Entrepreneurship Strategic Knowledge Cluster is one of the two strategic project selected by the Social Sciences and Humanities Research Council in April 2008. It formalizes the Network of McGill International Entrepreneurship Scholars. It supports the creation of the necessary infra-structure for international scholarship and draws together strategic research center partners in Canada (McGill: Dobson Centre; U of Waterloo: CIBT), the United States (UCLA: Price Centre for Entrepreneurship), United Kingdom and Ireland (University of Glasgow and University of Ulster), Italy, New Zealand and Finland. (As of January 1, 2013)

Co-principal Investigator “International Entrepreneurship Strategic Knowledge Cluster (IE.Net)” (June 2008 to December 31st, 2012). I was Co- Investigator along with Dr. Rod McNaughton of the University of Waterloo. (For one-page public Summary of Project, see Appendix IV of this Document. For the full description of I.E. Strategic Knowledge Cluster see: <http://www.ie-scholars.net/subpage/mcnaughton>).

Member in JONOKA Research Group in the Aalto University of Finland (formerly HSE - Helsinki School of Economics) with ongoing funding for research on “High and Rapid Growth” and “Agile Firm Strategies” For details see http://www.hse.fi/FI/research/t/p_12/jonoka/

Co-Investigator, “Rapidly Growing and Internationalizing Small Firms and Continuous Change”, Research Operating Funds, **\$320, 000** (230,000 Euros), 2006-2009, Funded by TEKES of Finland, Co-Investigator with Dr. Jukka Ala-Mutka of the Helsinki School of Economics (HSE), Helsinki, Finland.

International Entrepreneurship, Research Operating Funds, **\$25,500** in 2006-2007 (from McGill University, Desautels Faculty of Management, John Dobson Centre for Entrepreneurial Studies, Centre for Study of Strategy and Organization and Business & Management Research Centre)¹¹.

International Entrepreneurship, Research Operating Funds, **\$5,000** in 2005 (Awarded by John Dobson Foundation.

International Entrepreneurship, Research Operating Funds, **\$13,500** in 2003-2005 (Awarded by John Dobson Foundation, through McGill University Faculty of Management, John Dobson Centre for Entrepreneurial Studies)¹².

International Entrepreneurship, Research Operating Funds, **\$10,000** in 2004-2005 (Awarded by John Dobson Foundation, through McGill University Faculty of Management, John Dobson Centre for Entrepreneurial Studies)¹³.

¹¹ The operating budget of 2006 McGill International Entrepreneurship Conferences was about \$40,000. These series of conferences have been held on biennial basis since 1998. These budgets or the funds supporting the research for the conference and dissemination of results are **not** reflected in the reported research grants above.

¹² The operating budget of 2004 McGill International Entrepreneurship Conferences was about \$45,000. These series of conferences have been held on biennial basis since 1998 (1998, 2000, 2002 and 2004). These budgets or the funds supporting the research for the conference and dissemination of results are **not** reflected in the reported research grants above.

International Entrepreneurship, Research Operating Funds, **\$8,000** in 2004-2005 (Awarded by McGill University Faculty of Management).

International Entrepreneurship, Research Operating Funds, **\$4,000** in 2004-2005 (Awarded by Centre for Study of Strategy and Organization, McGill University Faculty of Management).

International Entrepreneurship, Research Operating Funds, \$1,000 in 2004-2005 (Awarded by McGill Institute of Marketing, McGill University Faculty of Management).

Research Funds for Studying Internet Marketing, **\$5000** in 2003-2004 (Awarded by McGill Centre for Continuing Education).

International Entrepreneurship, Research Operating Funds, **\$10,000** in 2002-2003 (Awarded by John Dobson Foundation, through McGill University Faculty of Management, John Dobson Centre for Entrepreneurial Studies).

International Entrepreneurship, Research Operating Funds, **\$8,000** in 2002-2003 (Awarded by McGill University Faculty of Management).

Internet and International Marketing Research Grant, \$1,000 in 2002-2003 (Awarded by McGill Centre for Continuing Education).

International Entrepreneurship, Research Operating Funds, **\$2,000** in 2002-2003 (Awarded by Centre for Study of Strategy and Organization, McGill University Faculty of Management).

International Entrepreneurship, Research Operating Funds, **\$4,000** in 2002-2003 (Awarded by Centre for Innovation and Entrepreneurship, McGill University Faculty of Management).

Research and Operating Fund for "Internationalization of Entrepreneurship and Globalization and Emerging Businesses," **\$13,000** in 2000-2002, granted by McGill University Faculty of management's Centre for International Management Studies (CIMS) and Business & Management Research Centre(B&MRC), with Peter Johnson and Richard Wright.

International Entrepreneurship: Researching Frontiers, Research and Operating Funds, **\$10,000**, Academic year 1998-1999 (Awarded by John Dobson Foundation).

Internationalization of High-Technology Enterprises in Industrial Clusters, Seed Grant of **\$8700**, (Awarded by McGill University Faculty of Management's Centre for International Management Studies and Business & Management Research Centre)

¹³ The operating budget of 2002 McGill International Entrepreneurship Conferences was about \$45,000. These budgets or the funds supporting the research for the conference and dissemination of results are **not** reflected in the reported research grants above.

“Teaching Innovation Competition Award”, Matching Grant, \$6,000 in 1997-1998, (Royal Bank Fund and Faculty of Management).

Research and Operating Funds for “International Entrepreneurship: Researching Frontiers”, \$10,000 in 1997-1998 (John Dobson Foundation), with Peter Johnson and Richard Wright.

Research and Operating Fund for “Globalization and Emerging Businesses,” \$13,000 in 1998-1999, granted by McGill University Faculty of management's Centre for International Management Studies (CIMS) and Business & Management Research Centre (B&MRC), with Peter Johnson and Richard Wright.

Research and Operating Fund for the 1998 “International Entrepreneurship: Researching the Frontiers”, 1997-1998, \$25,000 (McGill University Faculty of Management's CIMS and B&MRC), with Peter Johnson and Richard Wright.

Research and Operating Fund for “Emerging Research Frontiers in Businesses,” \$10,000 in 1989 - 1990, granted by The Canadian Federation of Deans of Management (CFMD), Ottawa.

Research and Operating Funds for organizing and convening an international conference on the theme of the “World Product Mandates as a Canadian Industrial Strategy in the 1980s and Beyond”, \$10,000 by SSHRC, held in Montreal, June 1985.

- Plus more than ten internal research awards in 1980s

IX. AWARDS, HONOURS AND RECOGNITIONS

Best Paper Award, Administrative Science Association of Canada - International Business Division, for a paper entitled: “Internetization: Heavy Reliance on the Internet for Growth, Internationalization and Value-Creation” at the 2010 Annual ASAC conference at the University of Regina, Saskatchewan, May 22-25, 2010.

Honoured by International Entrepreneurship Scholar Community with a Certificate of Recognition (IE Scholar) as the First Fellow of the Society for contributions to the field of International Entrepreneurship, December 2008, New Zealand. For a details of the Certificate see: <http://www.ie-scholars.net/communityd/awards/iescholars/iescholars>

Honoured by UCLA Anderson Faculty of Management with a Certificate of Recognition for “A Decade of Stewardship in International Entrepreneurship” September 27-30, 2007, Los Angeles, California. For details of the certificate see: <http://www.anderson.ucla.edu/x17321.xml> .

Popular Recognitions: Profiled as a Canadian Business Theorist (*in Canadian Business Theorist: Hamid Etemad, Victor Vroom, Henry Mintzberg, Gerry Morgan, Dalton McGuinty, Sr., Stanley J.*

Shapiro (LLC Books), *Prominent Iranian Canadian Scholar* (in *Iranian Canadians* – LLC Books), *Prominent Canadians of Iranian Decent* (in *Canadian of Iranian Decent* – LLC Books)

Recognition by the Canadian Journal of Administrative Studies' (CJAS) Editor-in-Chief for my article in Volume 21, No. 1, which achieved the second highest record of purchased and down-loaded article in CJAS only 18 months from its appearance in the journal (see appendix II).

Offered the DCC Foundation Chair in Entrepreneurship, Faculty of Commerce, University of Otago, New Zealand, offered in August 2005. This selection involved an international search to find the most highly-qualified candidate to occupy the Dunedin City Council (DCC) Foundation Chair at the University, to build Entrepreneurial Studies and the associated Centre at the Faculty of Commerce and to lead Dunedin Business Community's efforts in enterprise and Wealth Creation.

Sabbatical Award, McGill University, 1 September 2003 to 1 September 2004.

Distinguished Paper Award, Administrative Science Association of Canada, International Business Division, Halifax, Nova Scotia, June 2003 for a paper entitled: "*The Typology of Competitive Levels, Evolutionary Path of The Local Subsidiary and the Local SME's Internationalization Strategies*", and published in the *Proceeding of ASAC International Business Division*, Volume 24, No. 8, 2003 Annual ASAC Conference, Halifax, Nova Scotia, June 14-17 2003, 15 pages (single spaced).

Researcher Recognition Award, Center for Research in Business and Management, Faculty of Management, McGill University, Academic Year 1999.

Best Paper Award, Administrative Science Association of Canada - International Business Division, St. John's New Brunswick, June 1999 for a paper entitled: "*The Inherent Complexities of Revealed Technological Advantage as an Index of Cumulative Technological Specialization in South Korea and Taiwan as compared to Canada and the Netherlands*", Published in the *Proceedings of the International Business Division of Administrative Science Association of Canada's (ASAC)*, Vol.20, Part 8, St. John, N.B., June 12-16, 1999.

Nominated for Best Paper Award, Portland International Conference on Management of Technology, Portland, Oregon, July 1998.

Best Teacher Award, Faculty of Management, McGill University, Academic Year 1991.

Best Paper Award, ENDEC Conference, Singapore, August 1999 for a paper entitled: "Rugged Entrepreneurship, of Iran's Small-Scale Mining", and published in *Small Business Economics Journal*, V. 16, No. 2, (Spring 2001), PP. 125-139 ".

Sabbatical Award, McGill University, September 1995 to September 1997 (two years).

Sabbatical Award, McGill University, Academic year 1985-86.

Inducted as a Member, the University of California's Beta, Gamma Sigma National Honour Society of Collegiate Schools of Business, Inducted to in June 1978.

X. PUBLICATIONS

1. Volumes of Books, Special Issues of Journals and Refereed Proceedings:

1. Current Issues in international Entrepreneurship, Edward Elgar Publishing Ltd., Northampton, Mass. and Cheltenham, UK, Spring 2012, Contributing Editor, 300 pages (Forthcoming in 2012)

This is the fifth volume in the McGill International Entrepreneurship Series and has 12 Chapters, two co-authored by H.Etemad.

2. International Entrepreneurship in Small and Medium-Sized Enterprises from Emerging Markets, Edward Elgar Publishing Ltd., Northampton, Mass. and Cheltenham, UK, Spring 2012, Contributing Editor, over 300 pages and over 200,000 words (Delayed from, 2011 to early 2012).

This is the fourth volume in the McGill International Entrepreneurship Series and has 16 chapters, three by the H. Etemad.

3. The Journal of Management International Review (MIR), Guest Editor, Volume 45, No. 3 (Summer 2005). This 188-page special issue contains seven articles and is entitled as "*Aspects of Internationalization Process in Smaller Firms*" and is also made available by the publisher (The Gabler of Germany) as an edited volume (ISBN 3-8349-0060-5).
4. International Entrepreneurship: Researching New Frontiers, Proceedings of the 13th annual Conference on International Entrepreneurship, (USB Storage), McGill University, Montreal, September 2010, Contributing Editor.
5. International Entrepreneurship: Researching New Frontiers, Proceedings of the 10th annual Conference on International Entrepreneurship, (USB Storage), McGill University, Montreal, September 2006, Contributing Editor.
6. International Entrepreneurship in Small and Medium-Sized Enterprises: Orientation, Environment and Strategy, Edward Elgar Publishing Ltd., Northampton, Mass. and Cheltenham, UK, Fall 2004, Contributing Editor, 304 pages, (ISBN:1-84376-194-7).

This is the third volume in the McGill International Entrepreneurship Series and acclaimed as "timely and authoritative contribution to the field of International Entrepreneurship" in a review by Sharon Loane of University of Ulster, Northern Ireland, in *International Small Business Journal*, Volume 24, No. 3, PP. 328-333.

7. International Entrepreneurship: Researching New Frontiers, Proceedings of the Fourth Conference on International Entrepreneurship, (CD Rom), McGill University, Montreal, September 2004, Contributing Editor.
8. The Canadian Journal of Administrative Sciences (CJAS), Guest Editor, Volume 21, No. 1, Spring 2004. This 110-page issue contains seven articles and is entitled as: *Internationalization Entrepreneurship: Research Frontiers*. This Issue become the best selling issue of CJAS in 2005-2006. This issue also contained the best article of the year and achieved the second highest purchased and down-loaded article in the history of CJAS up to then.

My lead article in the issue, refereed and reviewed by CJAS, achieved something extraordinary in the history of CJAS. In about 18 months (from June-July of 1984 to December 2005, when statistics were reported) after its appearance, it attained the second highest purchased and down-loaded article of all times for CJAS. It was purchased and downloaded 1824 times. This figure does not include Canadian purchases and downloads as ProQuest does not track free downloads.

9. The Journal of International Entrepreneurship (JIEN), Guest Editor, Volume 2, No. 1 and No. 2, June 2004. This 177-page double issue contains eight articles and is entitled as: *Internationalization Entrepreneurship in a Dynamic Complex Adaptive Systems*.
10. Globalization and Entrepreneurship: Policy and Strategy Perspectives, Edward Elgar Publishing Ltd., Northampton, Mass. and Cheltenham, UK, Contributing Editor (with R. W. Wright as co-editor), July 2003, 251 pages, (ISBN: 1-84376-024-X).

This is the first volume in the McGill International Entrepreneurship Series and was Recognized as an “instrumental and path breaking” volume in introducing, and contributing to the recognition of the emerging field of International Entrepreneurship by numerous scholars, including Max Good and David Gray (in *International Journal of Entrepreneurship and Innovation*, Volume 5, Issue 2, pp. 139).

Similarly, Susan Royer, the editor of the *International Journal of Globalisation and Small Business (GSB)*. A highly-favourable review, by Britta Boyd, also appeared in the inaugural issue of the GSB (Volume 1, Issue 1), where the reviewer viewed the volume as a pioneering work in establishing and contributing to the recognition of emerging field of the International Entrepreneurship. The first printing of this volume sold out in less than three years and Elgar Publishing may re-print it.

A Review by Professor V. K. Kumar of Gitam Institute of Foreign Trade in the *Journal of Global Business Review*, Volume 5(1), 2004 (pp 13-138) wrote: “The book covers so many gaps in the literature”, “Etemad and Wright deserve kudos having done such an excellent job in this book”, “The book is the first of its kind in International Entrepreneurship”, etc.....

Another Review by Professor Lester Lloyd Reason in the *Journal of Small Business Enterprise Development*, Volume 11(2) 2004 wrote: “Overall, this is an impressive text and

the editors have done a very good job here in pulling together a very interesting range of papers to create a coherent narrative. Although at first glance, the papers chosen for inclusion have a slightly disjointed feel, the text works very effectively as a snapshot of current research into a number of key areas of international entrepreneurship and the implication for the small firm. In turn Edward Elgar are to be congratulated for allowing the authors to provide this very useful contribution to the literature as part of their growing list on globalization, entrepreneurship and related areas of study.”

11. Small Business Economics, an International Journal, Guest Editor, Volume 20, Issue No.1, January/February 2003, (with Richard Wright). This 120-page special issue contains seven articles under the general theme of *Internationalizing Small and Medium-sized Enterprises (SMEs)*.
12. Journal of International Management, Volume 7, No. 3, Fall 2001, Guest Editor, (with Richard Wright).
13. International Entrepreneurship: Researching New Frontiers, Proceedings of the Second Biennial Conference on International Entrepreneurship, (Volumes 1 and 2), McGill University, Montreal, September 2000, Contributing Editor (with Richard Wright as co-editor.)
14. Journal of International Marketing, Guest Editor, Volume 8, No.2, Spring 2000, (with Richard Wright).
15. Journal of International Marketing, Volume 7, No. 4, Fall 1999, Guest Editor (with Richard Wright). This issue contained the best article of the year in 1999; and also, it won the best article of the decade for the journal in Spring 2008.
16. Journal of Global Focus, Section Guest Editor, Dedicated Special Sections in Volume 11, No.3, Summer 1999 (Part II). This 75-page special section is the second in a two-parts special section. It contains five articles under the continuing theme of *International Entrepreneurship*.
17. Journal of Global Focus, Section Guest Editor, Dedicated Special Sections in and Volume 11, No. 4, Fall 1999 (Part I). This 60-page section is the first of two parts and contains five articles under the general theme of *The Emerging Knowledge Network of International Entrepreneurship as the Broad Context for this Special Section and its follow-up*.
18. International Entrepreneurship: Researching New Frontiers, Proceedings of the First Conference on International Entrepreneurship, (Volumes 1 and 2), McGill University, Montreal, September 1998, Contributing Editor (with Richard Wright as co-editor.)
19. Selected Reviews of Frontiers in 10 Management Disciplines, Administrative Science Association of Canada, Montreal, 1989, Volume 10, Supplement 2 (Contributing Editor).

20. International Context of Marketing Strategy: Designing & Implementing Strategies for Competition at Home & Abroad, March 1988, by S. Prakash Sethi and Hamid Etemad (Hardcover Book - Mar 1988).
21. This book is reprinted a few times and is readily available at e.g., Amazon.com (see: http://www.amazon.ca/International-Context-Marketing-Strategy-Implementing/dp/0887300472/ref=sr_1_9?s=books&ie=UTF8&qid=1314302826&sr=1-9)
22. Managing the Multinational Subsidiary: Response to Environmental Change and Host Nation R&D Policies, Croom Helm, 1986, London, England, Contributing Editor (with L.S. Dulude).
23. International Business: Canadian Perspective, Summer 1981, Addison-Wesley, Contributing Editor (with K.C. Dhawan, and Richard Wright).

This book was reviewed very favourably and reprinted several times. One reviewer's view point was that the book filled a void in Canadian academic literature on international business because of the prevalence of US-dominated scholarly materials. This 45 chapter book was the first of its kind. It became a standard supplement in international business courses across Canada and was also adopted as a the text book in schools with smaller international business programs.

24. International Business: Linking Knowledge to Action, Administrative Science Association of Canada (ASAC), vol. 4, part 8, Vancouver, May 1983 (Editor).
25. A Market Penetration and Implementation Plan for Exporting a Consumer Product: Canadian Blueberry Wine to Mid-Atlantic Region of the U.S. and Industrial Product: Wafer Board to Australia. Dept. of Industry, Trade & Commerce, Ottawa, 1979.

Parts of this document were distributed widely to Canadian exporter as blue-print to follow.

2. Articles in Refereed Journals:

1. "*Rapid-Growth and Rapid Internationalization of Smaller Enterprises from Canada*", Management Decision, Christian Keen and Hamid Etemad, Volume 50, Issue 4, Spring 2012, PP. 569-590 (22 Pages).
2. "*Rapidly-growing firms and their main characteristics: a longitudinal study from United States*", International Journal of Entrepreneurial Venturing, Christian Keen and Hamid Etemad, Volume 3, Issue 4, Fall 2011, PP 344-358).
3. "*The Impact of Entrepreneurial Capital and Rapidly Growing Firms: the Canadian Example*", International Journal of Entrepreneurship and Small Business, Christian Keen and Hamid Etemad, Volume 12, No. 2, Spring 2011, PP 273-289 (17 Pages).

This paper was accepted “as is”. The editor's comment regarding the paper was” *This is a very rare occurrence -- Congratulations”.*

4. “*Internetization as the Necessary Condition for Internationalization in the Newly Emerging Economy*”, Journal of international Entrepreneurship, Hamid Etemad, Ian Wilkinson and Leo Paul Dana, Volume 8, No. 4 (Fall 2010), PP. 319-342 (23 pages).
5. “*An Overview of the Relationship between the Newly Emerging Field of International Entrepreneurship and the Older Field of International Business*”, International Journal of Business and Globalization, Volume 2, No. 2, pp 103-123, January 2008.

This Paper was Selected as the Lead Paper for This Volume of the Journal.

6. “*Towards a Paradigm of Symbiotic Entrepreneurship*”, International Journal of Entrepreneurship and Small Business, V5, No 2 pp109-126, (L. P. Dana, H. Etemad and R. Wright) 2008.
7. “*Entrepreneurial Internationalization or International Entrepreneurship*”, Management International Review, Volume 45, No. 3, pp. 3-13.
8. “*SME's Internationalization Strategies Based on a Typical Subsidiary's Evolutionary Life Cycle in Three Distinct Stages*”, Management International Review, Volume 45, No. 3, Spring 2005, pp. 145-186.
9. “*E-commerce: The Emergence of a Field and its Knowledge Network*”, International Journal of Technology Management, Volume 28, No. 7/8, PP. 776-800.

This paper is abstracted in, and can be down-loaded at [CSA Mechanical & Transportation Engineering Abstracts](#)¹⁴

10. “*International Entrepreneurship as a Dynamic Adaptive System: Towards a Grounded Theory*”, Journal of International Entrepreneurship, Spring 2004, Volume 2, Nos. 1 and 2, PP. 5-59.
11. “*Internationalization of Small and Medium-sized Enterprises: A Grounded Theoretical Framework and an Overview*”, Canadian Journal of Administrative Sciences, Spring 2004, Volume 21, No. 1, PP. 1-21.

This article became the **second highest purchased and down-loaded article for the Canadian Journal of Administrative Sciences (CJAS) in less than 18 months from its appearance.** The excerpts from the Editor-in-Chief of CJAS' letter are reproduced bellow and the entire letter is appended as Appendix III.

¹⁴ <http://www.csa.com/aboutcsa/company.php>

"I am very pleased to tell you that not only did the article titled, *Internationalization of Small and Medium-sized Enterprises: A Grounded Theoretical Framework and an Overview* figure in this list, but your article is the second most downloaded and purchased CJAS article from ProQuest!

This particular paper, which appeared in the Volume 21, number 1 issue of the journal, recorded 1824 purchases from ProQuest as of December 2005. I extend my warmest congratulations to you and thank you for your part in enhancing the stature of CJAS ."

12. "*Internationalization of SMEs: Toward a New Paradigm*", Journal of Small business Economics, January/February 2003, Volume 20, Issue No. 1, PP 1-4 (Co-authored with Richard Wright).
13. "*The Knowledge Network of International Entrepreneurship: Theory and evidence*", Journal of Small business Economics, January/February 2003, Volume 20, Issue No. 1, PP 5-23, (Co-authored with Yender Lee).
14. "*Technological Capabilities and Industrial Concentration in NICs and Industrialized Countries: Taiwanese SMEs versus South Korean Chaebols*", International Journal of Entrepreneurship and Innovation Management (IJEIM), Volume 1, Nos. 3/4, 2001, (Co-authored with Yender Lee).

This paper was the Best Paper Prize Winner.

15. "*The Global Reach of Symbiotic Networks*," Journal of Euromarketing, June 2000, Volume 9, Issue No. 2, PP 1-16 (Co-authored with Leo Paul Dana and Richard Wright).
16. "*SMEs and Global Economy*", Journal of International Management, (Autumn 2001), Volume 7, No. 3, PP.1-5. (Co-authored with Richard W. Wright).
17. "*Symbiotic Business Networks: Collaboration Between Small and Large firm*", Thunderbird International Business Review, V. 43, No. 4, (July-August 2001), PP. 481-500 (Co-authored with Richard Wright and Leo Paul Dana).
18. "*Rugged Entrepreneurship, of Iran's Small-Scale Mining*", Small Business Economics Journal, V. 16, No. 2, (Spring 2001), PP. 125-139 (Co-authored with Kamaledin S. Salmasi).

This paper was the Best Paper Prize Winner at 1999 ENDEC Conference held in Singapore.

19. "*Privatization of State-Owned Mining Enterprises in Developing Countries*", The International Journal of Humanities of the Islamic Republic of Iran, Volume 7, No. 1 & 2, Winter-Spring 2000, pp. 42-52, (Co-authored with K. Salmasi).

20. "*Internationalization of Entrepreneurship*", Journal of International Marketing, Volume 8, No. 2, Spring 2000, pp. 4-7.
21. "*The Knowledge Network of International Entrepreneurship*", Journal of Global Focus, (formerly Business and Contemporary World), Volume 11, No. 3, Summer 1999, pp. 55-63.
22. "*Globalization and Small and Medium-Sized Enterprises: Search for Potent Strategies*", Journal of Global Focus, (formerly Business and Contemporary World), Volume 11, No. 3, Summer 1999, pp. 85-105.
23. "*The Impact of Globalization on SMEs*", Journal of Global Focus, Volume 11, No. 4, Fall 1999, pp. 93-106 (Co-authored with Leo Paul Dana and Richard Wright).
24. "*Internationalization of SMEs: Management Responses to Changing Environment*", Journal of International Marketing, Volume 7, Fall 1999, No. 4, pp. 4-10 (Co-authored with Richard Wright).
25. "*The Evolutionary Path of Canadian International Development Assistance*", Journal of Business and Contemporary World, Volume X, No. 2, 1998, PP. 187-230.
26. "*From Obscurity to Powerhouse: The Process of China's Two Decades of Development*", Journal of Business and Contemporary World, Volume VIII, No. 3&4, 1996, PP. 171-222.
27. "*SMEs - Adapting Strategy to NAFTA - A Model for Small and Medium-Sized Enterprises*," Journal of Small Business and Entrepreneurship, (Co-authored with L.P. Dana), Volume 12, No. 3, July-August 1995, PP.4-17.
28. "*A Strategic Response Model for Internationalization of Small and Medium-Sized Enterprises*," Bond Management Review, V. IV, No.1, September 1994, (Co-authored with L.P. Dana), PP.31-42.

This article is reprinted repeatedly.

29. "*Individual Inventors and the Role of Entrepreneurship*," The Journal of Research Policy, vol. 20, no. 1, 1991, (Co-authored with Dulude, Amesse and Desrandleau).
30. "*Patenting patterns in 25 Large Multinational Enterprises*", Technovation, Winter 1987 (Co-authored with Louise S. Dulude). **This Article was selected as the lead article of the issue.**
31. "*New Sociopolitical Forces: The Globalization of Conflict*," in The Journal of Business Strategy (Co-authored with S.P. Sethi and K.A.N. Luther), Spring 1986, vol. 6, no. 4.

32. "World Product Mandates and Technology Transfer," in The Journal of Industrial Marketing and Purchasing (Co-authored with G.S. Kindra and J.L. Schaan), Spring 1986, vol. 1, no. 1.

3. Refereed Articles as Chapters in Books:

1. "Revisiting Aspects of Born Globals: Young Canadian SMEs Growing Rapidly and Becoming Born Globals" in Current Issues in International Entrepreneurship, Edward Elgar Publishing Ltd., Northampton, Mass. and Cheltenham, UK, Winter 2013, Co-authored by Hamid Etemad and Pi-Chu Wu (In Press -30 Pages
2. "The Contextual Theory of International Entrepreneurship" in International Entrepreneurship in Small and Medium-Sized Enterprises from Emerging Markets, Edward Elgar Publishing Ltd., Northampton, Mass. and Cheltenham, UK, Fall 2012,
3. "Internationalization theories and international growth of smaller firms from emerging markets" in International Entrepreneurship in Small and Medium-Sized Enterprises from Emerging Markets, Edward Elgar Publishing Ltd., Northampton, Mass. and Cheltenham, UK, Fall 2012 .
4. "Reflections and Conclusions" in International Entrepreneurship in Small and Medium-Sized Enterprises from Emerging Markets, Edward Elgar Publishing Ltd., Northampton, Mass. and Cheltenham, UK, Fall 2012,
5. "Traditional and Emergent Forms of Global Trading" in Lester Lloyd-Reason and Leigh Sears (eds.), Trading Places – SMEs in the Global Economy: A Critical Research Hand Book, Edward Elgar Publishing Limited, 2007, Pages 39-54 (ISBN 978 1 84542 039 0) Co-authored with Leo Paul Dana, Hamid Etemad and Richard Wright.
6. "The Fastest Growing SMEs in Canada: Their Strategies, E-Commerce and Network Practices", Chapter 7 in Gerald Susman, (ed.), Small and Medium-Sized Enterprises and the Global Economy, Elgar Publishing, 2007, pp. 103-124 (ISBN: 978 1 84542 595 1)
7. "The Strategies of Global Gazelles: A Theoretical Framework and Evidence from Rapidly Growing and Internationalizing Enterprises from Canada" in Irene Johansson (ed.), Entrepreneurship and Development Local processes and Global Patterns, University of West Press, Sweden. 2006, pp. 9-30 (Co-authored by Jukka Ala-Mutka and Hamid Etemad)
8. "The E-Commerce and Network Practices of the Fastest Growing SMEs in Canada" in Irene Johansson (ed.), Innovation and Entrepreneurship in Functional Regions, University of Sweden West Press, Uddevalla, Sweden, 2005. pp. 433-454.
9. "Internationalization Strategies for Small and Medium Sized-Enterprises Facing a Typology of Different Competitive Environments," Chapter 7 in Hand Book of Research in International

Entrepreneurship¹⁵, Leo-Paul Dana, Editor, Edward Elgar Publishing, Cheltenham UK, 2004, Pages 94 -125. (According to the publisher and also the editor of this volume, the Hand Book of Research in International Entrepreneurship is a compendium of the “state-of-the-art” article on aspects of International Entrepreneurship by “academic leaders” and “pioneers” of the field.

10. “*Marshaling Relations: The Enduring Essence of International Entrepreneurship*”, Chapter 13 in the Hand Book of Research on International Entrepreneurship¹⁶, Leo-Paul Dana, Editor, Edward Elgar Publishing, Cheltenham UK., 2004, Pages 213 -246.

11. “*Back to the Future: International entrepreneurship in the New Economy*”, in Emerging Paradigms in International Entrepreneurship (Chapter 1), Jones and Dimitratos, Editors, Edward Elgar Publishing, Northampton, MA and Cheltenham, UK. pp. 19-34 (Co-authored with L. P. Dana and R.W. Wright, May 2004).

12. “*The Emerging Context of International Entrepreneurship: An Overview, Inter-relations and Extensions*” in International Entrepreneurship in Small and Medium-Sized Enterprises: Orientation, Environment and Strategy (June 2004)

13. “*The Dynamic Impact of Regional Clusters on International Growth and Competition: Some Grounded Propositions*” in International Entrepreneurship in Small and Medium-Sized Enterprises: Orientation, Environment and Strategy (Co-authored with Hankyu Chu, June 2004)

14. “*The Knowledge Network of E-Commerce and Internationalization of Entrepreneurship*”, in International Entrepreneurship in Small and Medium-Sized Enterprises: Orientation, Environment and Strategy (Co-authored with Yender Lee, June 2004)

15. “*The Evolutionary Patterns of Change, the Emerging Trends and Implications for Internationalizing Small Firms*” in International Entrepreneurship in Small and Medium-Sized Enterprises: Orientation, Environment and Strategy (June 2004)

16. “*The Policy Environment and Foreign Direct Investments in Mining Ventures in Developing Countries: Implications for Small Scale Mining*” in The Socioeconomic of Artisanal and Small-Scale Mining in Developing Countries (Chapter 5), Gavin Hilson, Editor, A.A. Balkema Publishers, a Division of Swets Zeitlinger, the Netherlands. Pp. 59-80. (Co-authored with Kamaledin S. Salmasi, June 2003).

17. “*The Evolution of Mining Policy in Developing Countries: Seven Generations in Indonesia's Contract of Work System*” Chapter 32 in The Socioeconomic of Artisanal and Small-Scale Mining in Developing Countries¹⁷, Gavin Hilson, Editor, A.A. Balkema Publishers, a

¹⁵ I am the only author with two chapters in this highly reviewed volume. According to the publisher and the editor of this volume, the Hand Book of Research in International Entrepreneurship is a compendium of the “state-of-the-art” article on aspects of International Entrepreneurship by “academic leaders” and “pioneering works” of the field. In a review of the book in the Journal of International Business (JIBS), with a reference to my articles, Benjamin Oviatt called them path breaking volume. It is expected to be a standard reference of the field.

¹⁶ Please see the End Note No 8, above.

¹⁷ Please see the End Note No 10, above.

Division of Swets Zeitlinger, the Netherlands. Pp. 569-582. (Co-authored by Hamid Etemad and Kamaledin S. Salmasi, 2003).

18. "*Managing Relations: The Essence of International Entrepreneurship*" in Globalization and Entrepreneurship: Policy and Strategy Perspectives, June 2003, pp. 223-243.

19. "*Globalization and Entrepreneurship*" in Globalization and Entrepreneurship: Policy and Strategy Perspectives, June 2003, pp. 3-14(Co-authored With Richard Wright.).

20. "*The Bazaar Economy*", in Leo Paul Dana, Economies of the Eastern Mediterranean: Economic Miracles in the Making, Singapore, London and Hong Kong: World Scientific, 2000, pp. 27-45, ISBN: 981-02-4474-6 (Co-authored with Leo-Paul Dana). Reviewed by Kylie Fitzgerald, in University of Auckland Business Review 4 (1), 2002, pp. 83-84.

21. **This Book is used as a textbook around the world!**

22. "*Franchising: An Interdependent Alternative to Independent SMEs*," in Charles Harvie and Boon-Chye Lee, Editors, Globalisation and Small and Medium Enterprises in East Asia (Chapter 15), Cheltenham: Edward Elgar, 2001, pp. 297-310. (Co-authored with Leo Paul Dana, and Richard Wright).

23. "*International Franchising in Emerging Markets within Marketing Networks*", in D. Welsh and I. Alon (Eds). International Franchising in Emerging Markets, CHH Publishing Inc., Chicago. 2001, PP. (Co-authored with Leo-Paul Dana and Richard Wright).

24. "*Symbiotic Interdependence*," in Dianne Welsh and Ilan Alon, Editors, International Franchising in Emerging Markets, Chapter 5, Riverwoods, Illinois: CCH Publishing, 2001, PP. 119-129. (Co-authored with Leo Paul Dana and Richard Wright).

25. "*The Global Reach of Symbiotic Networks*," in Leo Paul Dana (ed.), Global Marketing Cooperation and Networks, Haworth Press: New York, NY, 2000, pp. 1-16. (Co-authored with Dana and R.W. Wright).

26. "*Theoretical Foundations of International Entrepreneurship*" in Research in Global Strategic Management: International Entrepreneurship: Globalization and Emerging Business, R. Wright (ed.), JAI Press, 1999, pp. 3-23, (Co-authored with Leo Paul Dana and Richard Wright).

27. "*International Production Networks and Alliances*," in Gavin Boyd (ed.), Competitive and Cooperative Macro Management, Elgar Publishing, Aldershot, U.K., 1995.

28. "*International Marketing and New Technologies*," for competitive selection in New Global Competition, S. Kindra (ed.), Croom Helm publishing, London, U.K. ,1994.

29. "*Competing in New Europe After EC92*" for competitive selection in New Global Competition, S. Kindra (ed.), Croom Helm publishing, London, U.K. ,1994

30. *"Production Management and Structure,"* in Alan M. Rugman (ed.), International Business in Canada, Prentice-Hall, Scarborough, Ontario, 1989.
31. *"Introduction: Managing the Subsidiary,"* in Managing the Multinational Subsidiary: Response to Environmental Changes and to Host Nation R&D Policies (Co-authored with L.S. Dulude), 1986.
32. *"The Development of Technology in MNEs: A Cross-Country and Industry Study,"* in A.E. Safarian and Gilles Y. Bertin (ed.), Multinationals, Governments and International Technology Transfer, Croom Helm Publishers, London, England, 1986, (chapter 7), pp. 101-119 (Co-authored with L.S. Dulude).
33. *"Inventive Activity in MNEs and their World Product Mandated Subsidiaries,"* in Managing the Multinational Subsidiary: Response to Environmental Change and Host Nation R&D Policies, 1986, pp. 177-206 (Co-authored with L.S. Dulude),
34. *"Industrial Policy Orientation, Choice of Technology, World Product Mandates and International Trading Companies,"* in Managing the Multinational Subsidiary: Response to Environmental Change and Host Nation R&D Policies, 1986, pp. 112-135.
35. *"Is Marketing a Catalyst in Economic Development?,"* in G.S. Kindra (Editor), Marketing in Developing Countries, Croom Helm Publishing Company, London, U.K., 1984.
36. *"A General Model of Comparative Marketing, Formal Development, Methodological Implications, and Examples,"* in G.S. Kindra (ed.), Marketing in Developing Countries, Croom Helm Publishing Company, London, U.K., 1984.
37. *"Marketing - The Missing Link in Economic Developmen,"* in Jerald Hampton and A. Van Gent (eds.), International Marketing in the 1980s and Beyond: Problems and Challenges, Kluwar-Nijhoff Publishing Co., Boston, Mass., 1983, pp. 95-113 (Co-authored with S.P. Sethi)
38. *"World Product Mandating in Perspective,"* in Alan Rugman (Editor), Multinationals and Technology Transfer: The Canadian Experience, Praeger Publishing Co., New York, N.Y., 1983, pp.108-125.
39. *"Economic Interdependencies in an Open Economy,"* in International Business: A Canadian Perspective, 1981 (Dahawan, Etemad and Wright, Editors).
40. *"Exporting from Canada: A Decision Model for Small and Medium Size Firms,"* in International Business: A Canadian Perspective, (Dahawan, Etemad and Wright, Editors). 1981.

4. Articles in Refereed Proceedings:

1. *"Economics of Information and Alliances in Value Creation in Rapid Internationalization and Growth of Smaller Firms"* in the proceedings of the 15th annual McGill International

Entrepreneurship (MIE) Conference, held at the University of Pavia, Italy, September 14-17, 2012, Pavia, Italy.

2. “*Revisiting Aspects of Born Globals: Young Canadian SMEs Growing Rapidly and Becoming Born Globals*” in the proceedings of the 14th annual McGill International Entrepreneurship (MIE) Conference, held at the University of Southern Denmark, Odense, Denmark, September 15-17, 2012, Odense, Denmark.

3. “*Internetization: Heavy Reliance on the Internet for Growth, Internationalization and Value-Creation*”, the Proceedings of the International Business Division of Administrative Science Association of Canada's (ASAC), Vol.30, Part 8, University of Regina, May 22-25, 2010. (20 pages single spaced). **This paper was selected as the Best Paper in International Business and given the Best Paper Award in 2010 ASAC-IB Division**

4. “*Agile Strategy of Rapidly Growing and Internationalizing Enterprises From Finland*”, Proceedings of the 12th McGill International Entrepreneurship Conference, September 18 to 20, Hanken School of Economics, Vaasa, Finland, 15 single-spaced pages (Co-Authored by Jukka Ala-Mutka, Hamid Etemad, Jukka Mattila and Kirsi Erakanagas).

5. “*From Seed to Born Global: The Four Gaps of International Entrepreneurship in Develop of Rapidly Growing and Internationalizing Enterprises from Canada and Finland*”, Proceedings of the 12th McGill International Entrepreneurship Conference, September 18 to 20, Hanken School of Economics, Vaasa, Finland, 15 single-spaced pages (Co-Authored by Jukka Ala-Mutka, Hamid Etemad, Jukka Mattila and Kirsi Erakanagas).

6. “*Growth and Internationalization Strategies of Rapidly Growing and Internationalizing Enterprises from Canada and Finland*”, Proceedings of the Strategy Division of ASAC, 2009 Annual ASAC Conference, June 6 to 9, Niagara Falls, Ontario, Canada, 15 single-spaced pages (Co-Authored by Hamid Etemad and Jukka Ala-Mutka).

7. “*Profiling and Modeling High-Growth and Rapidly Internationalizing Enterprises from Canada*”, Proceedings of IB division of ASAC, June 6 to 9, Niagara Falls, Ontario, Canada, 15 single-spaced pages (Co-Authored by Hamid Etemad and Christian Keen).

8. “*Internationalization and Growth Strategies of Rapidly-Growing and Internationalizing Enterprises from Canada and Finland*”, Proceedings of 2009 UK Academy of International Business Conference, University of Glasgow, 2-4 April, 2009, Glasgow, UK, 40 pages. (Co-Authored by Hamid Etemad and Jukka Ala-Mutka).

9. “*Towards a Theory of Entrepreneurial Capital: Empirical Evidence from Canadian Smaller, Younger High-Growth Enterprises in Emerging Industries*”, Proceedings of 2009 UK Academy of International Business Conference, University of Glasgow, 2-4 April, 2009, Glasgow, UK. 36 pages (Co-Authored by Hamid Etemad and Christian Keen).

10. *“High- Growth and Rapidly Internationalizing Smaller Enterprises from Canada”*, Proceedings of McGill International Entrepreneurship Conference, December 15-18, 2008, Dunedin, New Zealand, 37 Pages (Co-Authored by Hamid Etemad and Christian Keen).
11. *”Rapidly Growing and Internationalizing Enterprises from Canada”*, Proceeding of the Tenth McGill International Entrepreneurship, UCLA Anderson Faculty of management, September 27-30, 2007, Los Angeles, 40 pages (Coauthored by Hamid Etemad and Christian Keen).
12. *“Rapidly Growing Smaller Enterprises From the United States: A Longitudinal Study”*, in the Proceeding of the Tenth International Uddevalla Conference on Functional Regions, at University West, Uddevalla Campus, Sweden, June 14-16, 2007, 15 pages (Coauthored by Hamid Etemad and Christian H. Keen)
13. *“Rapidly Growing Smaller Enterprises: A 21-Year Longitudinal Study of Size, Locational and Temporal Aspects”*, in the Proceeding of International Congress of Small Business (2007 ICBS), Turku, Finland, June 13-15, 2007, 15 pages (Coauthored by Hamid Etemad and Christian H. Keen)
14. *“Rapidly Growing Smaller Enterprises: A Longitudinal Profile”*, in the Proceeding of ASAC International Business Division, Volume 27, No. 8, 2007 Annual ASAC Conference, Ottawa, Ontario, June 5-7, 2007, 15 pages (Coauthored by Hamid Etemad and Christian H. Keen).
15. *“Strategy Patterns of Rapidly- Growing and Rapidly-Internationalizing Enterprises from Canada”* in the Proceeding of ASAC International Business Division, Volume 27, No. 8, 2007 Annual ASAC Conference, Ottawa, Ontario, June 5-7, 2006, 15 pages (Coauthored by Hamid Etemad and Jukka Ala-Mutka).
16. *“Rapidly-Growing Smaller Enterprises: a Longitudinal Profile”*, in the Proceeding of ASAC International Business Division, Volume 27, No. X, 2007 Annual ASAC Conference, Ottawa, Ontario, June 5-7, 2006, 15 pages (Coauthored by Hamid Etemad and Christian H. Keen).
17. *“From Seed To Born Globals: Towards A Theoretical Framework”*, Proceeding of ASAC International Business Division, Volume 26, No. 8, 2006 Annual ASAC Conference, Banff, Alberta, June 5-7, 2006, 15 pages (Coauthored by Hamid Etemad and Jukka Ala-Mutka).
18. *The E-Commerce and Network Practices of the Fastest Growing SMEs in Canada*, in the Proceedings of the Joint Eight Uddevalla/Tralhattan Symposium and the Eight McGill International Entrepreneurship Conference, Uddevalla, Sweden, September 15-17, 15 Pages (Coauthored by Hamid Etemad and Jukka Ala-Mutka).
19. *Internationalization of SMES as a Dynamic Adaptive System: Towards a Theoretical Model*, in the Proceeding of ASAC International Business Division, Volume 24, No. 8, 2003 Annual ASAC Conference, Quebec City, Quebec, June 14-17 2004, 15 pages.

20. *E-Commerce as a Mechanism For SME's Internationalization? A Preliminary Study of Four Sectors*, in the Proceeding of the Sixth McGill International Entrepreneurship Conference, Sept 2003, Londonderry, Northern Ireland (Coauthored by Hamid Etemad and Salah Ela Trash)
21. *Dynamic Adaptive Systems as a Theoretical Framework for SMEs' Internationalization: Towards an Operational Model* in the Proceeding of the Annual Conference of the European Academy of International Business, April 20-22, 2004, Londonderry, Northern Ireland .
22. *The Typology of Competitive Levels, Evolutionary Path of The Local Subsidiary And The Local SME's Internationalization Strategies*, in the Proceeding of ASAC International Business Division, Volume 24, No. 8, 2003 Annual ASAC Conference, Halifax, Nova Scotia, June 14-17 2003, 15 pages . **This paper was the Winner of Distinguished Paper Award of 2003 ASAC.**
23. *Location-Specific Advantages In Mining Investments In Developing Countries: Empowering And Inhibiting Factors*, in the Proceeding of ASAC International Business Division, Volume 23, No. 8, 2002 Annual ASAC Conference, Winnipeg, Manitoba, June-July 2002, 10 pages (Co-authored with Kamal S. Salmasi).
24. *The Evolutionary Path the Contract of Work System in Indonesia: A special Case of FDI in Mining*, Proceedings of Administrative Science Association of Canada (ASAC), International Business V. 22, No. 8, May-June 2001(Co-authored with Kamal S. Salmasi).
25. *The Knowledge Network of Patenting and Technology Studies*, Proceedings of 2001 Portland International Conference on Management of Technology (PICMET/IEEE), On CD-ROM July1-4, 2001, (Co-authored with Yender Lee).
26. *Collaborative Inventive Activities in Seven Countries*, in Proceedings of ASAC, Technology and Innovation Division, Vol. 21, N0. 25, July 8-12, 2000, (Co-authored with Yender Lee).
27. *Franchising: A Form of Symbiotic Interdependence Within Marketing Networks*, Proceedings of the SMEs in a Global Economy Conference", University of Wollongong, Australia, June 15-17, 2000, pp.148-157 (Co-authored with Leo-Paul Dana and Richard Wright).
28. *Towards The Knowledge Network of International Entrepreneurship: Theory and Some Preliminary Evidence*, in H. Etemad and R. Wright (Editors), Proceedings of the Second Biennial Conference on International Entrepreneurship: Researching Frontiers, Montreal, September 23-25, 2000.
29. *Globalization of Inventive Activities: Methodological Measures and Empirical Evidence*, Proceedings of ASAC International Business Division, Volume 21, No. 8, July 8-12, 2000, pp. 23-33.
30. *The Developmental Path of An Emerging Knowledge Network in International Entrepreneurship*, Proceedings of ASAC Entrepreneurship Division, Volume 21, No. 21, July 8-12, 2000, pp. 72-82 (Co-authored with Yender Lee).

31. *Globalization of Inventive Activities: Methodological Measures and Empirical Evidence*, Proceedings of ASAC, International Business Division, ASAC 2000, July 8-12.
32. *Financial Analysis of Mining Sector in Iran*, Proceedings of IS Society 2000, May 20-22, Manchester, UK, (Co-authored with Kamal Salmasi).
33. *The Knowledge Network of Management of Technology*, INFORMS/KORMS, South Korea, Proceedings of (on CD ROM), Seoul, South Korea, July 1-5, 2000 (Co-authored with Yender Lee).
34. *The Knowledge Network of International Entrepreneurship: Theory and Evidence*, Proceedings of the third Conference on International Entrepreneurship, Montreal, Canada, Sept 2000 (Volumes 1), PP. 1-35 (Co-authored with Yender Lee).
35. *The Knowledge Network of Management of Technology*, Presented at INFORMS / KORMS, July 1-5, 200, Seoul, South Korea (Co-authored with Yender Lee).
36. *Foreign Direct Investment in the Mineral Sector of Developing Countries: Theory and Evidence*, Proceedings of The Fifth Annual Conference of the Economic and Management Group, IS Society, Manchester, UK, May 9-12, 1999 (Co-Authored with Kamal Salmasi).
37. *Technological Capabilities and Industrial Concentration in NICs and Industrialized Countries: Taiwanese SMEs Versus South Korean Chaebols*, Proceedings of ENDEC Conference (on CD ROM), Singapore, August 15-18, 1999 (Co-authored with Yender Lee).
38. *Alliance Marketing Networks*, Proceedings of ENDEC Conference (on CD Rom), Singapore, August 15-18, 1999 (Co-authored with Leo Paul Dana).
39. *Rugged Entrepreneurship: The Case of Small Mining Enterprises in Iran*, Proceedings of ENDEC Conference, Singapore, August 15-18, 1999 (Co-authored with Kamal S. Salmasi). **This paper was the Winner of the "Best Paper Award" in ENDEC 99.**
40. *The Inherent Complexities of Revealed Technological Advantage as an Index of Cumulative Technological Specialization in South Korea and Taiwan as compared to Canada and the Netherlands*, Proceedings of the International Business Division of Administrative Science Association of Canada's (ASAC), Vol.20, Part 8, St. John, N.B., June 12-16, 1999 (Co-authored with Yender Lee), pp. 22-37. **This paper was the Winner of the "Best Paper" Prize at ASAC 1999.**
41. *The Knowledge Network of Contemporary Interdisciplinary Study of Organization and Technology: From Bibliometric to Epistemology*, Proceeding of PICMET (IEEE) 1999 Conference, Portland, Oregon, July 25-29, 1998, (Co-authored with Yender Lee). **This paper was Nominated for a Best Paper Award at PICMET 1998.**
42. *The Developmental Path of An Emerging Knowledge Network in International Entrepreneurship*, Proceedings of ASAC Entrepreneurship Division, Volume 21, Part , July 8-12, 2000, pp. 72-82 (Co-authored with Yender Lee).

43. *"In Search of Potent Strategies for Internationalization of Small and Medium-Sized Enterprises: Alliance and Networks,"* Proceeding of International Business Division, Administrative Science Association of Canada, Volume 17, No. 8, 1996.
44. *"Internship: An Educational Resource Badly Underutilized,"* Proceedings of Innovation in Teaching Division, Administrative Science Association of Canada, Volume 17, Part 10, 1996, pp. 74-83.
45. *"Buying A Sound System: Interactions with the Newly Emerging Brand of Marketing and Pricing in Montreal,"* and the Accompanying Teaching Note for the Above Case, in Proceedings of the Case Studies Track, Administrative Science Association of Canada, Volume 17, Part ,1996, not paginated.
46. *"Management Curriculum Evolution: Riches or Ruins?"*, Administrative Science Association of Canada, Management Education Proceedings, Volume 16, Part 10, 1995.
47. *"Innovations in Management Education,"* in *Management Education: Response to Emerging Environment*, Proceedings of 1994, PACIBER Conference Proceedings, University of Hawaii, Honolulu, July 1994.
48. *"Towards Executive Education in the People's Republic of China,"* in Executive Education: The Changing Environment in Asia and North America, Proceedings of 1993 PACIBER Conference, University of Hawaii, Honolulu, 1993, pp. 50-59.
49. *"Canada's Global Competitiveness: A Winning Course or A Myopic Case,"* in Administrative Science Association of Canada Proceedings, International Business Division, Volume 13, Part 8, 1992, (Co-authored with L.P. Dana).
50. *"The Strategic Changes of EC-92: Challenges Facing Pacific-Asian Firms,"* in 1991 Proceedings of Pacific-Asian Management Institute and Academy of International Business, University of Hawaii, Honolulu, 1999.
51. *"The Strategic Change and Challenge of EC '92,"* Administrative Sciences Association of Canada, International Business division proceedings, Volume 11, Part 8, 1990 (Co-authored with Michael Westhoven).
52. *"The Rigor and Relevance in Management Education: The 3REI Framework,"* Administrative Sciences Association of Canada, Management Education division proceedings, Volume 11, Part 10, 1990, (Co-authored with Paul Berman).
53. *"Setting the Agenda in International Marketing for the 1990's: A Review of the Literature, A View of the Immediate Future and Recommendations,"* in Selected Reviews in 10 Management Disciplines, Administrative Sciences Association of Canada, Volume 10, Supplement 2, 1989.

54. *"Foreign Investment in China: The New Environment Under the New Open Door Policy,"* Administrative Science Association of Canada-International Business Proceedings, Volume 9, Part 8, June 1988, (Co-authored with Goukun Zhang).
55. *"Recentralization of Patents of Decentralized R & D in 200 Large MNE's,"* in Proceedings of Administrative Science Association of Canada - International Business Division, Volume 9, Part 8, June 1988.(Co-authored with C. Desranleau and L.S. Dulude).
56. *"Horizontal Coordination in the Marketing of Transport Services,"* in Administrative Science Association of Canada - Marketing Division Proceedings, Volume 8, Part 3 1987, (Co-authored with Leo P. Dana).
57. *"The Theory and Practice of Socialist Foreign Trade in China,"* in Administrative Science Association of Canada - International Business Proceedings, Vol. 8, Part 8, 1987, (Co-authored with Goukun Zhang)
58. *"International Marketing at the Crossroads: The New Technology and Strategies of the Past,"* in Administrative Science Association of Canada - International Business Division (ASAC-IB) Proceedings, Vol. 7, Part 8, 1986.
59. *"Foreign Trade Arbitration in China,"* in ASAC-IB Proceedings, Vol. 7, Part 8, 1986 (Co-authored with Li Zhou).
60. *"World Product Mandates or National Trading Companies? If Players Agree, Canada May Have Both of Them,"* ASAC-IB Proceedings, Vol. 6, Part 8, May 1985.
61. *R&D and Patenting Patterns in 25 Large MNEs,"* ASAC-IB Proceedings, Vol. 6, Part 8, May 1985, pp. 21-32 (Co-authored with L.S. Dulude).
62. *"The Future of Multinational Enterprise: Implications for Canada,"* in ASAC-IB Proceedings, Vol. 4, Part 8, May, 1983 (Co-authored with Brigitt Sirgis).
63. *"Small Firms Exporting: Theoretically and Empirically Based Observations,"* in ASAC-IB Proceedings, Vol. 4, Part 8, May 1983 (Co-authored with V.H. Kirpalani and J.E. Denis).
64. *"World Product Mandates in Perspective,"* ASAC-IB Proceedings, Vol. 3, Part 8, May 1982, Ottawa, pp. 107-119.
65. *"Are Domestic and International Marketing Dissimilar? A Re-examination and Extension,"* ASAC-IB Proceedings, Vol. 2, Part 8, May 1981.

5. Book Reviews in Journals

1. Etemad, H., Critical Review of McDougall, P. P. and Oviatt, B., (Eds.), *International Entrepreneurship*, Edward Elgar Publishing, 2007, 693 pages, in *International Small Business Journal* (ISBJ) – **Forthcoming?**, 20 pages.
2. Review and Critical Examination of The Theory of Multinational Enterprises by Alan M. Rugman, in Journal of Business and Contemporary World, Volume 10, No. 1, PP.115-135.
3. Review and examination from a Canadian Perspective of Multinationals in Canada: Theory, Performance and Economic Impact, by Alan M Rugman, Journal of Institute of Bankers, Fall 1981 (Co-authored with Richard Wright).
4. Multinationals in Canada: Theory, Performance, and Economic Impact, by Alan Rugman, Journal of International Business Studies, V 11, No. 3 (Winter 1980) pp.94-97 (Co-authored with Richard Wright).
5. Proceedings of ESOMAR/WAPOR Congress 1973 (four volumes), published in Journal of Marketing Research, Volume 12, No. 12 (Spring 1975), pp 242-245, (Co-authored with S. Prakesh Sethi).
6. Finance and Protection of Investment in Developing Countries, by Ingrid Delupuis, published in California Management Review, Spring 1975.

7. Case Studies Prepared:

1. International Chemical Inc.
2. Baihodalou Department Store (with B. Wang)
3. Case A: The Chinese Tungsten Industry (with B. Wang)
4. Case A: Chinese Watch and Clock Industry; Case B: Tianjin Watch and Clock Factory
5. Tianjin No. 2 Electric Cable Factory
6. Buying A Sound System: Interactions with the Newly Emerging Brand of Marketing and
7. Pricing in Montreal
8. Teaching Notes for the Above Case

8. Papers Under Review or Preparation

1. Rapid Internationalization: Comparative Patterns of Growth and Internationalization of Global Gazelles from Canada. (Coauthored with Jukka Ala-Mutka)
2. The Fastest Growing SMEs in Canada: Their Strategies, E-Commerce and Network Practices.

3. The Corporate Codes of Conducts in the Mining and Mineral Sector and the Theory of Multinational Enterprises, Journal of Transnational Corporations.
4. Economics of Rapid Growth. Under Review. .
5. Towards a Unified Theory of International Entrepreneurship: Theory and Evidence, Second Revision.
6. International Entrepreneurship in Emerging Economies, First Revision.

9. Working Papers:

1. Internationalization of SMEs through the Real and Virtual Networks within Regional Industrial Clusters Theory and Evidence of Rapidly Growing and Internationalizing Small and Medium Sized Enterprises (Coauthored with Jukka Ala-Mutka).
2. Rapidly-Growing Smaller Firms in Canada: Theory and Some Evidence. Global Gazelles from Canada: Strategies and Corresponding Growth patterns (Coauthored with Jukka Ala-Mutka).
3. "From Family Enterprise to Born Globals: A historical Examination"¹⁸
4. "Towards a Learning Theory of Multinational Enterprises".

XI. PARTIAL LIST OF PAPERS PRESENTED AT CONFERENCES and Seminars

1. "*The Emerging Impact of Internetization on Internationalization And Value-Creation: Challenges to Theory*" presented at the 13th Annual McGill International Entrepreneurship Conference at Montreal McGill University, Sept 15-17, 2011.
2. Agile Strategy of Rapidly Growing and Internationalizing Enterprises From Finland, presented at the 13th Annual McGill International Entrepreneurship Conference at Montreal McGill University, Sept 15-17, 2011. Jukka Ala-Mutka, Hamid Etemad, Jukka Mattila, and Kirsi Eräkangas)
3. "*Internetization: Heavy Reliance on the Internet for Growth, Internationalization and Value-Creation*" presented at the International Business Division, 2010 Annual Conference of the Administrative Science Association of Canada's (ASAC), University of Regina, May 22-25, 2010. (**Best Paper Award Presentation, ASAC-IB Division**)

¹⁸ Currently Active Research; Under revision

4. “*Growth and Internationalization Strategies of Rapidly Growing and Internationalizing Enterprises from Canada and Finland*”, Strategy Division of ASAC in 2009 Annual ASAC Conference, June 6 to 9, Niagara Falls, Ontario, Canada (Co-Authored by Hamid Etemad and Jukka Ala-Mutka).
5. “*Profiling and Modeling High-Growth and Rapidly Internationalizing Enterprises from Canada*”, IB division of ASAC, in 2009 Annual ASAC Conference, June 6 to 9, Niagara Falls, Ontario, Canada (Co-Authored by Hamid Etemad and Christian Keen).
6. “*Internationalization and Growth Strategies of Rapidly-Growing and Internationalizing Enterprises from Canada and Finland*”, Annual UK Academy of International Business Conference, University of Glasgow, 2-4 April, 2009, Glasgow, UK. (Co-Authored by Hamid Etemad and Jukka Ala-Mutka).
7. “*Towards a Theory of Entrepreneurial Capital: Empirical Evidence from Canadian Smaller, Younger High-Growth Enterprises in Emerging Industries*”, 2009 Annual UK Academy of International Business Conference, University of Glasgow, 2-4 April, 2009, Glasgow, UK. (Co-Authored by Hamid Etemad and Christian Keen).
8. “*High- Growth and Rapidly Internationalizing Smaller Enterprises from Canada*”, 11th McGill International Entrepreneurship Conference, December 15-18, 2008, Dunedin, New Zealand (Co-Authored by Hamid Etemad and Christian Keen).
9. “*Rapidly Growing and Internationalizing Enterprises from Canada*”, the Tenth Anniversary McGill International Entrepreneurship, UCLA Anderson Faculty of management, September 27-30, 2007, Los Angeles. (Coauthored by Hamid Etemad and Christian Keen).
10. “*Rapidly Growing Smaller Enterprises From the United States: A Longitudinal Study*”, the Tenth International Uddevalla Conference on Functional Regions, at University West, Uddevalla Campus, Sweden, June 14-16, 2007, 15 pages (Coauthored by Hamid Etemad and Christian H. Keen)
11. “*Rapidly Growing Smaller Enterprises: A 21-Year Longitudinal Profile*”, in the Congress of Small Business (2007 ICBS), Turku, Finland, June 13-15, 2007, 15 pages (Coauthored by Hamid Etemad and Christian H. Keen)
12. “*Rapidly Growing Smaller Enterprises: A Longitudinal Profile*”, in the Proceeding of ASAC International Business Division, Volume 27, No. 8, 2007 Annual ASAC Conference, Ottawa, Ontario, June 5-7, 2007, 15 pages (Coauthored by Hamid Etemad and Christian H. Keen).
13. Strategies of Rapidly-Growing and Internationalizing Enterprises in Canada, McGill International Entrepreneurship Conference, Montreal, September 15 to 18, 2006 (Co-authored with Jukka Ala-Mutka)

14. Beyond V2C: Entrepreneur's Risks and Returns in the Era of Networked and Global Business, the 2006 ICEB + eBRF Conference, Tampere, Finland, November 28-December 1, 2006 (Co-authored with Jukka Ala-Mutka)
15. *"Beyond The Born Globals: The Canadian Global Gazelles"*, 2006 Annual ASAC Conference, Banff, Alberta, June 5-7, 2006.
16. From Seed to Born Globals: Towards A Theoretical Framework 2006 Annual ASAC Conference, Banff, Alberta, June 5-7, 2006 (Co-authored with Jukka Ala-Mutka).
17. "The Strategies of Global Gazelles: A Theoretical Framework and Evidence from Rapidly Growing and Internationalizing Enterprises from Canada", the Ninth Uddevalla / Tralhattan Symposium Conference at the George Mason University, Fairfax, Virginia, June 15-17, 2006. (Co-authored with Jukka Ala-Mutka)
18. *"The Knowledge Network, Research Paradigms and Scientometrics: A Smart Start-Up, then Take-Off Strategy via SSCI/SCI, from a Novice to Veteran Researcher"* an invited research presentation at the National University of Taiwan (NTU), December 14, 2005, Taipei, Republic of Taiwan (A Seminar Presentation with Yender Lee).
19. *"The Patterns of E-commerce Practices of Rapidly-Growing Firms in Canada"* an invited research presentation at the National university of Taiwan (NTU), December 14, 2005, Taipei, Republic of Taiwan.
20. *"The Fastest Growing SMEs in Canada: Their Strategies, E-Commerce and Network Practices"*, an invited presentation at the Klein Symposium at Pennsylvania State University, University Park, Pennsylvania, USA, October 12-14, 2005.
21. *"The E-Commerce and Network Practices of the Fastest Growing SMEs in Canada"*, presented at the Joint Eight Uddevalla / Tralhattan Symposium and the Eight McGill International Entrepreneurship Conference, Uddevalla, Sweden, September 15-17, 2005.
22. "E-Commerce as a Mechanism of SME'S Internationalization? A Preliminary Study of Four Sectors", Presented at the Sixth International Entrepreneurship Conference, University of Ulster, Londonderry, Northern Ireland, September 19-22, 2003 (Co-Authored with Salah El-Trash).
23. "International Entrepreneurship within a Complex Adaptive System: Agenda for Research", Presented at Doctoral Symposium, The 2003 meeting of the UK/European Academy of International Business, University of Ulster, Londonderry, UK, 21 September, 2003.
24. The Typology of Competitive Levels, Evolutionary Path of The Local Subsidiary And The Local SME's Internationalization Strategies, Presented at the "Best Paper Sessions", 2003 Annual ASAC Conference, International Business Division, Halifax, Nova Scotia, June 14-17 2003 (**Distinguished Paper Award of 2003 ASAC**).

25. "The Knowledge Network of E-Commerce" Presented at ASAC 2003, Operations Management Division, Halifax, Nova Scotia June 14-17, 2003 (Co-authored with Yender Lee).
26. "Internationalization Strategies for Small and Medium Sized-Enterprises Facing a Typology of Different Competitive Environments," A Plenary address to the Third Biennial McGill Conference on International Entrepreneurship, 14-17 September 2002
27. "Internetization: A New Term for the New Economy", Presented at The Third Biennial McGill Conference on International Entrepreneurship, 14-17 September 2002 (Co-authored with Leo-Paul Dana and Ian Wilkinson, Forthcoming, 2004).
28. "The Knowledge Network of Patenting and Technology Studies", Presented at ASAC 2001, Management of Technology Division, London, Ontario, May 26- 29, 2001(Co-authored with Yender Lee).
29. "Globalization of the Airline Industry: The Evolutionary Path of the Network of Strategic Alliances", Presented at ASAC 2001, Policy and Strategy Division, London, Ontario, May 26-29, 2001, (Co-authored with Leo Paul Dana)
30. "The Knowledge Network of Patenting and Technology Studies", Presented at PICMET 2001(Portland International Conference on Management of Technology), July1-4, 2001(Co-authored with Yender Lee).
31. "Collaborative Inventive Activities in Seven Countries", Presented at ASAC, Technology and Innovation Division, ASAC 2000, July 8-12.
32. "Financial Analysis of Mining Sector in Iran", Presented at ISS 2000, May 20-22, Manchester (with Kamal Salmasi).
33. "Foreign Direct Investment in the Mineral Sector of Developing Countries: Theory and Evidence", Presented at the Fifth Annual Conference of the Economic and Management Group, IS Society, Manchester, UK, May 9-12, 1999.
34. "The Inherent Complexities of Revealed Technological Advantage as an Index of Cumulative Technological Specialization in South Korea and Taiwan as compared to Canada and the Netherlands", Presented at the International Business Division of Administrative Science Association of Canada's 1999 Annual Conference. St. John, N.B., June 12-16, 1999. **Best Paper Award Winner in ASAC 99.**
35. The Knowledge Network of Contemporary Interdisciplinary Study of Organization and Technology: From Bibliometric to Epistemology, presented at PICMET (IEEE) 1999 Conference, Portland, Oregon, July 25-29. **Nominated for a Best Paper Award.**

36. Rugged Entrepreneurship: The Case of Small Mining Enterprises in Iran, Presented at ENDEC, Singapore, August 15-18, 1999 (with Kamal S. Salmasi), **Best Paper Award Winner** in ENDEC 1999.
37. Technological Capabilities and Industrial Concentration in NICs and Industrialized Countries: Taiwanese SMEs Versus South Korean Chaebols, Presented at ENDEC Conference, Singapore, August 15-18, 1999.
38. Alliance Marketing Networks, Presented at ENDEC Conference, Singapore, August 15-18, 1999 (Presented with Leo Paul Dana).
39. Industry-University Collaboration in High Technology Industries, Presented at The Second Round Table Conference, Strategic Micro Electronic Consortium (SMC), Ottawa, October 19-20, 1999.
40. Moderating Factors in Location Specific Advantage of FDI: Theory and Evidence, Presented at Academy of International Business, Charleston, S.C., November 21-23, 1999.
41. The Emergence of a Knowledge Network in International Entrepreneurship, Presented at Academy of International Business, Charleston, S.C., November 21-23, 1999.
42. "The Evolutionary Path the Contract of Work System in Indonesia: A special Case of FDI in Mining", Presented in Administrative Science Association of Canada (ASAC), International Business V. 22, No. 8, May-June 2001(Co-authored with Kamaledin S. Salmasi).
43. "The Knowledge Network of Patenting and Technology Studies", Presented in 2001Portland International Conference on Management of Technology (PICMET/IEEE), On CD-ROM July1-4, 2001, (Co-authored with Yender Lee).
44. "Franchising: A Form of Symbiotic Interdependence Within Marketing Networks", Presented in The SMEs in a Global Economy Conference, University of Wollongong, Australia, June 15-17, 2000, pp.148-157 (Co-authored with Leo-Paul Dana and Richard Wright).
45. "From Obscurity to Powerhouse: Lessons from China's Two Decades of Development," Presented in International Conference on Management and Business, Lahore University of Management Sciences, Lahore, Pakistan, June 3 - 6, 1996.
46. "Buying a Sound System: Interactions with the Newly Emerging Brand of Marketing and Pricing in Montreal," Presented in 1996 Annual Conference of Administrative Science.
47. "Internship: An Educational Resource Badly Underutilized," Presented in 1996 Annual Conference of Administrative Science Association of Canada.

48. "In Search of Potent Strategies for Internationalization of Small and Medium Sized Enterprises: Alliance and Networks," Presented in 1996 Annual Conference of Administrative Science Association of Canada.
49. "The Strategic Changes of EC-92: Challenges Facing Pacific-Asian Firms," Presented in PAMI-PACIBER Conference, July 1991, University of Hawaii, Honolulu.
50. "Canada's Global Competitiveness: A Winning Course or A Myopic Case," Presented in 1992 Annual Administrative Science Association of Canada (Co-authored with L.P. Dana).
51. "Towards Executive Education in the People's Republic of China," Presented in Executive Education: The Changing Environment in Asia and North America, (1993 PAMI-PACIBER Conference), University of Hawaii, Honolulu, 1993, pp. 50-59.
52. "Innovations in Management Education," Presented in Management Education: Response to Emerging Environment, (1994, PACIBER Conference), University of Hawaii, Honolulu, July 1994.
53. "Competing in the Emerging Euromarket: Strategic Response to Environment Change," Presented in Strategic Management Society, Stockholm, Sweden, September 24-27, 1990.
54. "The Strategic Change and Challenge of EC '92," Presented in Administrative Sciences Association of Canada, International Business Division, Whistler, B.C. June 1-4, 1990.
55. "The Rigor and Relevance in Management Education: The 3REI Framework," Presented in Administrative Sciences Association of Canada, Management Education Division, Whistler, B.C. June 1-4, 1990.
56. "Setting the Agenda in International Marketing Research and Teaching for the 1990's and Beyond," Presented in The Annual Conference of Canadian Federation of Deans of Management and Administrative Studies, Toronto, December 6 - 9, 1988.
57. "International Expansion Strategies: The Case of U.S.-Based Multinational Corporations," Presented in Annual Meetings of Academy of Management, Chicago, August 1986.
58. "Foreign Trade Arbitration in China," Presented in 1986 Annual Meetings of ASAC, Vancouver, B.C., June 1986 (Co-authored with Li Zhou).
59. "International Marketing at the Crossroads: The New Technology and Strategies of the Past," Presented in 1986 Annual Meetings of ASAC, Vancouver, B.C., June 1986.
60. "The Role of Multinational Corporations in Transfer of Technology," International Conference on Transfer of Technology, Ecole des Hautes Etudes Commerciales, Montreal, May 1986.

61. "Adaptation of the Japanese Trading Company Model for International Trade by U.S. and Europeans - Problems and Prospects," Presented at Pan Pacific II Conference, Seoul, South Korea, May 1985.
62. "R&D and Patenting in 25 Large MNEs," Presented at ASAC Annual Meetings, Montreal, May 1985.
63. "Historical Background and Current Trends: Canada Must Move Before it is too Late," Presented at Counter-trade Panel, Annual Meetings of ASAC, Montreal, May 1985.
64. "International Social Activism and its Impact on Corporate Behavior," (Co-authored with S.P. Sethi and K.A.N. Luther), Presented at Fourth Annual Strategic Management Conference, Barcelona, Spain, October 1985.
65. "Technology Transfer and World Product Mandates," Presented at Symposium on "World Product Mandates as a Canadian Industrial Strategy in the 1980s and Beyond," McGill Faculty of Management, Montreal, June 1985 (Co-authored with G.S. Kindra).
66. "Background and Summary on World Product Mandates: Policy Lessons," Presented at Symposium on "World Product Mandates as a Canadian Industrial Strategy in the 1980s and Beyond," McGill Faculty of Management, Montreal, June 1985.
67. "Toward a Mathematical Theory of Multinationals," Presented at the Annual Meetings of Academy of International Business, San Francisco, December 1983.
68. "A General Model of Comparative Marketing: Formal Development and an Agenda for Research," Presented at the Eight Annual Macro Marketing Seminar, Kingston, Rhode Island, August 1983.
69. "The Future of Multinational Enterprise: Implications for Canada," Presented at Annual Meetings of ASAC, Vancouver, May 1983 (with Brigitt Sirgis).
70. "Small Firm Exporting: Theoretically and Empirically Based Observations," Presented at Annual Meetings of ASAC, Vancouver, May 1983 (with V.H. Kirpalani and J.E. Denis).
71. "Policy Orientation, Choice of Technology and World Product Mandates," Presented at the 1982 Annual Meetings AIB, October 1982, Washington, D.C.
72. "Marketing: The Catalyst in Economic Development," Presented at Seventh Annual Macro Marketing Seminar, Boulder, Colorado, August 1982.
73. "Toward a Generalized Model of Comparative Marketing," Presented at The 1982 International Marketing Congress, sponsored by the Netherlands School of Business, Netherlands, July 1982.

74. "Environmental Risk: Is It Possible to Plan for It?," Presented at the 1981 Annual Meetings of Academy of International Business, Montreal, October 1981.
75. "International Marketing Segmentation: The Issue of Longitudinal Instability," Presented at the 1981 Annual Meetings of the Academy of International Business, Montreal, October 1981.
76. "Are Domestic and International Marketing Dissimilar?," Presented at the 1981 Annual Meetings of ASAC, Halifax, May 1981.
77. "World Product Mandates in Perspective," Presented at the 1981 Annual Meetings of ASAC, Ottawa, May 1981.

XII. MEMBERSHIPS IN PROFESSIONAL AND ACADEMIC SOCIETIES

Academy of International Business

American Marketing Association

Administrative Science Association of Canada --ASAC (current member and Past President)

Strategic Management Society

International Entrepreneurship Network (Current Chair)

XIII. ADMINISTRATIVE, PROFESSIONAL, ACADEMIC AND COMMUNITY SERVICES

1. Post Doctorate and Ph.D. Supervision and Ph.D. Committee Memberships:

1. Co-Supervisor, Rima Bhattacharyay, December 2012.
2. Post Doctorate Supervisor, of Pi-Chu Wu, February 2011 to June 2011.
3. Post Doctorate Supervisor, of Hankyu Chu, February 2009-February 2010
4. Member, Ph.D. Defense Committee of Fahri Karakas, December 2009.
5. Supervisor and Member, Ph.D. Defense Committee of Hankyu Chu, December 2008.
6. Post Doctorate Supervisor, of Jukka Ala-Mutka, December o May 2006.
7. Member, Ph.D. Examination Committee of Farzad Rafi Khan, December 2004.

8. Chairman, Ph.D. Throughout Phase II, Phase III and completion of Yender Lee, January 1995 to completion (Ph.D. Conferred in Spring 2002).
9. Chairman, Ph.D. Phase I and II for Hankyu Chu, since September 1999.
10. Co-Chairman, Ph. D. phase I Committee of Abhijit Ghosh, October 2001-Jan 2006.
11. Member, Ph.D. phase I & II Committees of Kimin Kim, Since June 2003.
12. Member, Ph.D. Examination Committee of Edward Arenson, December 2002
13. Member, Phase I Ph.D. Committee of Claire Simard (Library and Information Sciences, McGill), Since Fall 2000.
14. Member of Phase I Ph.D. Committee of Michael J. Sutton (Library and Information Sciences, McGill), Since Fall 2000.
15. Member, Ph.D. Thesis Proposal defense, (UQAM), 2001 Committee of Stephan Gagnon since Spring 2000 to Sept 2001 (Ph.D. conferred 2001).
16. Member, Phase III Ph.D. (UQAM), 2001 Committee of Stephan Gagnon since Spring 2000 to Sept 2001 (Ph.D. conferred 2001).
17. Co-chair and Supervisor, all Phases Kamaledin. Sheikh-Oleslami Salmasi, Ph.D. 2000.Thesis: Management of Mining Industry in Iran. (Ph.D. Conferred in Spring 2000).
18. External Committee Member, Carl Moore, Ph.D. (York University) 1995, Thesis: Global Mandates and Subsidiary Specific Advantages, (Ph.D. Conferred 1996).

2. Supervision of Graduate Students for Thesis and/or Independent Studies

1. Salaheddin Elatrash, MBA SiX Credit Independent Study, 2006-2007.
2. Xiang Liu, 2001-2002, MBA Research Paper: The Montreal Pharmaceutical and Biotechnology Industry Cluster.
3. Marc Navabi, 1997, MBA Thesis: Management of Japanese Strategic Alliances.
4. Cheong Peng, N.P., 1996, MA.Ed. Thesis: Management Internship, (Co-chair).
5. Chris Gagan, 1996, Exporting in the Global Economy: Issues for Canadian SME's.
6. Marc Leclerc, 1996, MBA Thesis: Impact of World Wide Web on International Business.

7. Rupert. L. Pinder, 1996, EPM Research Paper: ACP-EU Trade Relations
8. Sonia De Bruyn, 1996, EPM Research Paper: Telecom in South Africa From Commercialization to Privatization.
9. Musema Abdo, 1996, EPM Research Paper: Efficiency and Effectiveness of WUSC's HRD in Developing Countries.
10. Abu Issa Faruqa Haider, 1996: EPM Research Paper: Prediction of Bankruptcy.
11. Karim Salaby, 1996, MBA Thesis: Pharmaceutical Managed Care: Present and Future Trends for Drug Benefits.
12. Eric Ng, 1996, Reaching the Chinese Taste Buds: Challenging Facing Domestic and Foreign Food Distributors.
13. Robert Cheuinard, 1994, Export Financing. MBA Thesis.
14. Jacqueline McClure, 1994, MBA Thesis: Export Marketing in the Emerging Ex-Eastern Block Countries: A Pharmaceutical in Poland.
15. Frank Kelton, 1994, MBA Thesis: Natural Gas Industry's Strategic Option in Post NAFTA and Eastern Canada.
16. Jennifer Windsor, 1994, MBA Thesis: Canadian Services Entering Mexican Markets.
17. Raquel Castile, 1993, MBA Thesis: Strategic Requirements of Small and Medium-Sized Firms in the Single European Market.
18. Samir Zakhary, 1991, MBA Thesis: Entering and Producing in Egypt: A Pre-Investment Study.
19. Anne-Marie Marasliyan, 1990, MBA Thesis: Achieving Competitive Advantage Through Innovation.
20. Francine Gagne, 1989, MBA Thesis: The Effect of New Technologies on Marketing Systems, Processes and Principles.
21. Valerie P. Clark, 1985, MBA Thesis: The Status of Counter Trade in Canadian Business.
22. Garvin Ferdinand, 1984, MBA Thesis: Export Behavior and The Small Firm.
23. Laura F. MacLellan, 1984, MBA Thesis: Crisis of the 1990s: MNCs and International Financial Institutions are on a Collision Course.

24. Leo-Paul Dana, 1983, MBA Thesis: International Marketing of International Airline Services.

**National and International Conferences and Professional Positions and Functions
(Selective Highlights).**

1. Co-Chair of the 15th Annual McGill International Entrepreneurship Conference at the University of Pavia, Pavia, Italy, September 21-23, 2012
2. Co-Chair of the 14th Annual McGill International Entrepreneurship Conference at the University of Southern Denmark, Odense Denmark, September 15-17, 2011.
3. Chairman, Convenor and of Organizer of the 13th Annual McGill International Entrepreneurship Conference at McGill University, Montreal, September 17-19, 2011, Montreal, Canada.
4. Co-Organizer, *1st Doctoral Colloquium in International Entrepreneurship* at McGill University, Montreal September 17-20, 2011.
5. Co-Organizer, Public Seminar on *Commercializing innovation in Canada*, at McGill University, Montreal September 17, 2011.
6. External Doctoral Examiner for Doctoral Candidate Jeffery Kistruck, University of Western Ontario, Ivy School of Management, Summer 2008.
7. Member of the Program Committees of the 12th McGill International Entrepreneurship Conference at Swedish University of Finland, September 2009, Vaasa, Finland.
8. Member of the Organizing and Program Committees of the 11th McGill International Entrepreneurship Conference at University of Otago, December 2008, Dunedin, New Zealand.
9. External Assessor for Tenure of Assistant Professor Jonathan Lee, University of Windsor, Odette School of Management, Fall 2007.
10. Member of the Scientific and Organizing Committees of the 10th McGill International Entrepreneurship Conference at UCLA Anderson Faculty of Management, September 27-30, 2007, University of California at Los Angeles, Los Angeles, Calif, USA.
11. The Chair of the Competitive Session at "*Innovations and International Entrepreneurship in Functional Regions*" Conference, the 8th Uddevalla Symposium and the 8th McGill International Entrepreneurship Conference 15 September, 2005
12. External Assessor for Promotion of Associate Professor Summit Kundu of Florida International to full professor, Fall 2005.

13. Member of the Scientific Committee of the 8th Uddevalla Symposium and the 8th McGill International Entrepreneurship Conference on "*Innovations and International Entrepreneurship in Functional Regions*", 15-17 September 2005, University of Trollhättan/Uddevalla, Uddevalla, Sweden.
14. Organizer, Convener and Chair, the Fourth McGill Biennial International Entrepreneurship Conference on "*International Entrepreneurship: Researching New Frontiers*", Sept. 17-21, 2004, Montreal, Canada.
15. Academic Adviser and Program Reviewer, the Sixth International Entrepreneurship Conference on: "*International Entrepreneurship: Researching New Frontiers and Crossing Borders*", The University of Ulster, Londonderry, Northern Ireland, September 21-23, 2003.
16. Reviewer, Assessor and Panelist, Doctoral Consortia Chaired and Organized by Peter Buckley, the 2003 meeting of the UK/European Academy of International Business, University of Ulster, Londonderry, UK, 20 September, 2003.
17. Organizer, Convener and Chair, the Third McGill Biennial International Entrepreneurship Conference on: "*International Entrepreneurship: Researching New Frontiers*", Sept. 13-16, 2002, Montreal, Canada.
18. Academic Adviser and Program Reviewer, The Fourth International Entrepreneurship Conference on: "*International Entrepreneurship: Researching New Frontiers*", The University of Strathclyde, Glasgow, Great Britain, September 21-23, 2001.
19. Co-organizer and Co-Chair, The Second McGill Biennial International Entrepreneurship Conference on: "*International Entrepreneurship: Researching New Frontiers*", Sept. 23-25, 2000, Montreal, Canada.
20. Program Adviser, The Second International Conference on *International Entrepreneurship*, Nanyang University of Singapore, August 1999
21. Co-organizer and Co-Chair, The inaugural McGill International Entrepreneurship Conference on: "*International Entrepreneurship: Researching the Frontiers*", Sept. 21-23, 1998, Montreal, Canada.
22. Program Chair and Organizer, 1990 Annual Conference of the Canadian Federation of Deans of Management on the Theme of "The Emerging Research Frontiers", June, 1990, Toronto.
23. Program Chair and Organizer, 1989 Annual ASAC Conference on the Theme of "Linking Knowledge To Action: Future begins Today", June, 1989, Montreal
24. Co-organizer and Co-Chair, Conference on the theme of the "World Product Mandates as a Canadian Industrial Strategy in the 1980s and Beyond", Montreal, June 1985 (See Bellow for brief Description).

25. Member of the Board, Social Sciences Association of Canada, 1989-1992.
26. Co-chairman, Committee for Re-training of Canadian Faculty Members, sponsored by ASAC, Canadian Federation of Deans and Federal Ministry of Immigration and Labour and funded by the Federal Ministry of Immigration and Labour, Canada (Budget \$110,000), 1990-1992.
27. Immediate Past President and Member of the Executive Committee, Administrative Sciences Association of Canada, 1990-1991
28. President, Administrative Sciences Association of Canada, 1989-1990.
29. President Elect and National Conference Programme Chair, Administrative Sciences Association of Canada, 1988-1989
30. Vice President and Chair of Membership Committee, Administrative Sciences Association of Canada, 1985-1988.

4. Partial List of McGill University Services (Internal):

1. Vice President Finance, McGill University Association of Teachers (MAUT), June 2009-June 2010.
2. Member, McGill University Academic Senate, Sept. 2009 to 2012 (Fourth Term; Elected office).
3. Member of the Executive, McGill University Association of Teachers (MAUT), June 2009
4. Member of the Council, McGill University Association of Teachers (MAUT), June 2008 to date.
5. Member of the University-wide Committee on Academic Salary Policy (CASP), June 2008-June 2010.
6. Co-founding father and a member of the International Working Group dealing with selection and oversight on international exchange with international universities matters in the B.Com Programm, since Winter 2008 to date
7. Member, McGill University Academic Senate, 2005 to 2008 (Third Term; Elected office).
8. Advisor to and Member of Faculty Programs in International Management in B.Com Program, Desautels Faculty of Management, June 2007- to date.

9. Member of Undergraduate Programme Committee (UPC) at Desautels Faculty of Management in B.Com, June 2005- to date.
10. Member, McGill University Academic Senate, Sept. 2005 to June 2009 (Third Term; Elected office).
11. Advisor to and Member of Faculty Programs in International Management in B.Com Program) June 2007- to date
12. Member, University-wide Committee on Tenure and Recruiting (UTCR), 2002 to 2005
13. Chair, Tenure and Promotion Committee, Faculty of Management, 2004 to date.
14. Member of Academic Committee, Faculty of Management, 2004-to date
15. Member of Executive Committee, International Management Consortia (IMC), Faculty of Management, 2004 to 2006
16. Member of the B.Com Core Re-design Task Force January 2005 to 2007
17. Area Coordinator, General Management Area, 2004 to 2008
18. Advisor to International Business Concentration (on continuing basis).
19. Advisor to Faculty Programs in International Management (Stream III at the B.Com Program) June 2001-2008.
20. Member, Diploma and Certificate in Management, The Centre for Continuing Education, 2000-to date
21. Member, Diploma in Marketing, The Centre for Continuing Education, 2003-to date
22. Area Coordinator, General Management Area, 1995-2003
23. Member of Academic Committee, Faculty of Management, 1995-2002
24. Director, "Business and Management Research Centre (B&MRC)", March 2001 to date.
25. Member of the Advisory Board and Executive Committee, Research Centre for "The Knowledge and Research in Marketing (KARMA)", Jan 2001 to date.
26. Senator and member of the Academic Senate of McGill University, September June 2000 to June 2003 (Elected Office for the second three-year term).
27. Member, Graduate Programme Committee, September 2001 to 2003.

28. Senator and member of the Academic Senate of McGill University, June 1997 to June 2000 (Elected Office for a three-year term).
29. Area Coordinator (General Management) and Member of The Academic Committee, Faculty of Management, January 1998 to date.
30. Ombudsman, Faculty of Management, June 1999 to date (Elected Office, three terms)
31. Member, Principal's Committee on Budgets and Priorities, September 1998- September 2000.
32. Member, Selection Committee of Dean of Center of Continuing Education, September to June 1999.
33. Member, Selection Committee of Dean of Arts, September to June 1999.
34. Member, Principal's Committee, September 1996 to September 1999.
35. Area Coordinator for the International Business Area, June 1980 to September 1982 and June 1988 to 1996 (Responsible for the scheduling of international business courses, and staffing of some courses both at the Faculty of Management and the Centre for Continuing Education at the undergraduate and graduate levels. Several new sessionals were helped or trained (e.g., Mr. Rudi Siddik and Mrs. Jacqueline Singh were completely trained to staff our courses as sessional Lecturers). To insure quality training, I extensively guest-lectured in classes staffed by our sessionals, especially on more difficult topics.)
36. Member, Academic Committee, Faculty of Management, June 1980 to September 1982, June 1988 to 1995 and 1998 to date.
37. Member, Graduate Faculty Council, June 1988 to 1995.
38. Chairman, MBA Programme Review Committee, 1992.
We re-designed and implemented McGill's Integrated MBA Programme. This Design is still in effect.
39. Associate Dean and Director of Graduate Programmes, 1992-1995.
40. Chairman, MBA Programme Committee, 1992-1995.
41. McGill Representative and Member at large of the Executive Committee, The Pacific-Asia Consortium for International Business Education and Research, 1990-1995.
42. Member, Curriculum Committee, Faculty of Management, 1978-1979.
43. Member of the Executive Board, McGill International, June 1985 to 1988.

In addition to the regular meetings of McGill International's Executive Board for setting policy, making certain decisions and assisting the Director towards the goal of self financing, as a member of the Seed Grant Committee, I evaluated and adjudicated seed grant applications. The budget for this grant was given to the university by the Canadian International Development Agency (CIDA) for initial developmental funding of applications.

44. Coordinator, McGill University's Management Training in China, (Phase I), June 1984 to 1987.
As a regional group, the China group was one of the largest on campus. Interest in China grew rapidly and the group became very active. The Coordinator was required to coordinate the group's on-campus activities, receive delegations from China, organize their meetings and plan for programs at various faculties.
45. Director, McGill-People's University of China's Management Training Project (Phase I and Phase II) February 1987 to 1992.
46. Organizer and Co-Chair of a Symposium entitled: "World Product Mandates as a Canadian Industrial Strategy for the 1980s and Beyond," Montreal, June 1 - 3, 1985. This Symposium was sponsored by the Strategic Grants Division of SSHRC and HEC, Montreal, and brought together (for three days) a Canada-wide, select group of business leaders, provincial and federal government representatives and academic professors. It was received as a successful forum for the examination and discussion of world product mandate-related strategies for both private enterprises and governmental authorities.
47. Board Member and Advising Faculty Member of AIESEC, September 1981 to 1985.
48. This involved advising AIESEC officers on their various programs or projects ranging from AIESEC's project on the placement of students internationally, to local projects and programs (i.e., introduction of students to various cultures, speakers' programs, Career Day, etc.).
49. Founding Member and Faculty Director of the McGill International Business Association (MIBA), April 1981 to 1985 (inactive currently).
50. MIBA is an association of international business students (both foreign and Canadian) for the purpose of promoting international business studies and an international network of graduate students from the Faculty of Management. This world-wide network of international business students has started to assume an active role by forming local chapters, organizing local activities, and also by contributing to the McGill Alma Mater fund for university-wide activities. The Montreal body oversees and coordinates all activities.
51. Member, M.B.A. Coordinating Committee, Faculty of Management, 1978 - 1979.

52. Faculty supervisor to numerous international marketing projects initially done by students for Montreal-based companies.

5. Partial List of Externally Related Services or Held Offices

53. Director, McGill-People's University of China Linkage, January 1987 to date (budget of \$2.5 million).

54. President, Administrative Sciences Association of Canada (ASAC), June 1989 to June 1990.

The Association under my direction became active in many educational and scholarly fronts (e.g., Canadian Federation of Deans, SSHRC Priority Committee and Management Education and National Ph.D Committee) and it also generated a surplus of about \$40,000 due to fund-raising and other Association-related activities.

55. President Elect, Programme Chair and Organizer, 1989 Annual ASAC Conference on the Theme of "Linking Knowledge to Action: Future begins Today", June 1989, Montreal.

56. Vice President and Membership Chairman, Administrative Science Association of Canada (ASAC), May 1985 to June 1988.

ASAC membership reached 800 in 1988 setting a record for the first time and had its most successful annual conference in 1988. I was responsible for all membership related affairs. For the first time in the history of ASAC, an electronic membership data base was set up and a membership directory was published from that data-base. The objective is/was to promote ASAC to a truly national organization with a 1,000 members.

57. Member of the Canadian Delegation representing McGill in the Canada-China Management Training Program (CCMTP-I) Conference, Shanghai, China, April 24 - May 2, 1986.

This Conference brought influential members (about 20 Canadian and 60 Chinese) of the CCMTP together to evaluate the progress of Phase I and to air suggestions for the continuation of the program into the next phase. In this Conference, the evaluation report by the Ontario Institute of Studies in Education - (OISE) of various educational models designed for management education and delivery to China by Canadians to Chinese institutions was discussed. The Montreal Program and its set-up and delivery system was evaluated as one of the best in Canada (and in China). It is currently void of any fundamental problems or difficulties.

58. Member of numerous coordinating missions to China, (April 1984, December 1984, April 1985, February 1987, June 1987, March 1989, August 1990).

Each mission involved a series of tasks requiring planning for upcoming programs, testing and screening of potential students for courses in China, completing files, testing for students' aptitude (by administering GMATs) and fluency in English

(TOEFLs), as well as interviewing and evaluating potential candidates who wished to come to Canada. It also involved preparing detailed reports to be submitted to the admission offices of the four Montreal institutions for their evaluations and admission decisions. Each mission took at least two weeks.

59. Director, The Four Montreal University's China Management Training Project in China - Phase I, March 1984 - September 1985 (four year budget \$3.7 million).
60. Member and Joint Chair of the Joint Committee coordinating and administering the four Montreal institutions' China Management Project, September 1985 to date.
61. Planner, Founder and First Director of two educational linkages between the People's University of China and Tianjin University, and four schools/Faculties of Management within the four Montreal universities (McGill, Concordia, École des Hautes Études Commerciales, and l'Université du Québec à Montréal), June 1982 - September 1984. The responsibilities included the following:
 - The Academic Program - The design of a management training program to deliver management education to the two Chinese links to make them self-sufficient as rapidly as possible. Each link's program has at least six major components.
 - Budgeting - Estimation and budgeting of all items and components for the Canadian International Development Agency (CIDA) and the Treasury Board's approval (observing their budgetary guidelines and restrictions).
 - Funding - Negotiations with CIDA for full funding (\$3,780,000 over three years).
 - Implementation - Setting up arrangements similar to a small business school in China for each link. This involved buying and shipping to China the following: text books, reference and library books, computers, overhead projectors, a photocopier, a transparency machine, teaching materials and supplies (for teachers, students, lecturers and joint researchers) as well as software and supplies for five personal computers. Setting up arrangements by which Montreal institutions can receive students in Montreal and send professors to China to teach MBA courses, deliver seminars or do joint research.
62. Leader, Four Montreal Universities' Delegation to the People's Republic of China in 1984.
63. This involved, primarily, intensive preparations in Montreal and China for negotiations with the People's University of China and Tianjin University; and, secondarily, with the Ministry of Education of the People's Republic of China on behalf of the universities and the Chinese government in order to reach an overall understanding to maintain the integrity of the proposed program with a view to the Montreal universities' resources and CIDA's funding restrictions. Bringing the four Montreal universities together to project a uniform negotiating position proved to be a challenge both in Montreal and China in the planning and negotiating process as well as in the implementation stage.

64. Member, China-Canada Planning Committee (a sub-committee of the Canadian Federation of Deans of Management and Administration - CFDMAS - and the Canadian International Development Agency - CIDA), December 1981 - May 1983.

This committee met in Ottawa several times to discuss the nature of a potential Canada-China Management Education Program and to send a delegation of four deans to China for a feasibility study. It later identified potential Chinese university linkages and planned for a Canada-wide linkage with eight Chinese "key" universities. It also organized a "Canada-China Educational Conference", which brought together about 30 Chinese and 60 Canadian educators for three days of intensive discussions in Ottawa and three days of negotiations at the local university campuses. These efforts resulted in eight firm linkages across Canada, of which the consortium of the four Montreal universities holds two.

XIV. OTHER PROFESSIONAL OR EDUCATIONAL INVOLVEMENTS

65. Session Chair and Discussant, the Joint Eight Uddevalla / Tralhattan Symposium and the Eight McGill International Entrepreneurship Conference, Uddevalla, Sweden, September 15-17.
66. Founding Father and Member of the Executive, International Federation of National Scholarly Management Societies (IFSAM) 1989.
67. Co-Organizer and the Host of the first conference of the International Federation of National Scholars Management Societies, June 1-4, 1991 Niagara Falls.
68. Conference/workshop organizer and co-chairman, on the theme of "The State of Management Education and Research: Agenda for the Next Decade", sponsored by the Canadian Federation of Deans of Management and Administrative Studies, December 6 - 9, 1988, Toronto.
69. 1983-1984 Division Chairman, International Business Division, Administrative Science Association of Canada (ASAC).
70. Program Chairman and Editor of Proceedings. 1983 Annual Meetings of ASAC-International Business Division, May 30-31, 1983, Vancouver, B.C.
71. Session Chairman, 1982 Annual Meetings of Academy of International Business.
72. Panel member, 1982 Meetings of Academy of International Business.
73. Discussant, 1986 Annual Meeting of Academy of Management.
74. Discussant, 1981 Annual Meetings of Academy of International Business.

75. Discussant, 1979 Annual Meetings of Academy of International Business.
76. Discussant, 1978 Annual Meetings of Academy of International Business.
77. Advisor to the Department of Industry, Trade and Commerce (Federal and Montreal offices), Board of Trade, and the Canadian Manufacturers' Association on various aspects of Canadian exporting. In this capacity, I was asked to design a course in exporting techniques for the Canadian Manufacturers' Association (CMA), Summer 1980. I offered the opening and closing lectures of the above course and was invited as a discussant for the concluding panel discussion, Fall 1980, Winter 1981, Fall 1982, Winter 1983, Fall 1984 and occasionally thereafter.

APPENDIX I: SELECTED EXCEPTS FROM THE OF THE CHINA-MONTREAL TRAINING PROGRAM - PHASE I (As presented to partners at the time).

This Appendix summarizes the six components of an educational model designed to respond to the immediate, short-term and longer-term needs of Chinese institutions and also allows for a gradual development of administrative science expertise both in terms of depth and scope:

1. Teaching of eight basic (core) management courses in China to provide a fundamental training in Management Education to 30 - 40 young teachers in China over a relatively short period of time over two summers (to be repeated twice). This group is expected to provide broad-based support for management training and occasional staffing in the short-run.
2. Training of 11 young Chinese teachers in Montreal for M.B.A. and Ph.D. degrees in Management to enable them to teach a variety of courses in China. This group will become the core staff in Management training and research in the medium- to longer-run.
3. Visits of "mature" teachers as visiting scholars for up to one year. These visits allow the teachers, who lack formal training in management, to reorient themselves and receive a relatively concentrated training in one specialty (e.g., marketing, finance, etc.) and then return to research and teaching duties in that specialty in a relatively short time. This requires them to devise, under supervision, an educational plan to allow them to prepare a course package, including course outlines, teaching materials, etc., ready to be taught in China, and also engage in research, under supervision, to prepare the first draft of a publishable paper. A group of six visiting scholars has come to Canada and each has prepared for at least one course and has developed research methodology, done research and written his/her first draft of a research paper. This group of older professors has begun to play a pivotal role in China. They are being charged with area, division or section responsibilities and are providing valuable directions.
4. Investigation missions to Canada. For each linkage, two four-member missions were planned. Each mission visited Montreal universities to familiarize themselves with the management of administrative studies, teacher training, teacher-student relations, teaching methodology and overall educational and institutional support. The members of the delegations have been relatively senior, and very influential in paving the road for rapid and effective implementation of the management training program in China.
5. Occasional lecture/seminar series. A series of six lectures, each comprised of 18 - 20 hours of lectures on current topics, was designed to take state-of-the-art topics to the Chinese institutions and expose Chinese students, professors, administrators and also managers from industry and government offices to new or badly needed topics. These seminars are open to a variety of audiences and do not observe a rigid classroom format.
6. Joint research. This component provided for teaching, learning and practice of research methodology in China, jointly with Chinese enterprises. Some of these research topics were planned to start in China with the help and supervision of a Canadian professor for

about ten weeks and to continue in Canada (for another ten weeks). The main purpose of the return visit was to consolidate the experience, document the research and perhaps publish the results.

APPENDIX II: SELECTED EXCEPTS FROM THE MCGILL FACULTY OF MANAGEMENT - PEOPLE'S UNIVERSITY LINKAGE - PHASE II (As presented to partners at the time).

This Appendix summarizes the components of McGill Faculty of Management-The People's University of China Linkage program of Canada-China Management Education Program - Phase II.

In this phase, McGill Faculty of Management and The People's University of China (PUC), Beijing, People's Republic of China are the lead institutions. Other partners, called "associated universities", are Ji Lin and Lan Zhou on the Chinese side, while Carleton University, Queen's University and University of Sherbrooke will participate on the Canadian side.

Phase II is a natural extension of the Phase I project and will try to enhance the academic staffing of two new colleges at PUC and strengthen management education and training in the lead and associated schools. The College of Economic Management is established and has already a Dean and some staff in place. The College of Public Administration is still in its inception stages. The State Council has approved its establishment in principle, but it is not physically set up yet.

One of the main objectives of the Linkage is to assist the Chinese to become as self sufficient as possible in both colleges before the end of Phase II. The following is a brief description of the components which assist the linkage to accomplish its objectives.

1. Teaching in China. Seven M.B.A. courses and eight Master of Public Administration (M.P.A.) courses are planned to be offered in China to expose young teachers to the subject of their respective field. The curriculum plan is a hybrid one -- i.e., some of the courses are covering the subjects of two courses or their levels or subjects vary from basic to advanced -- to provide the Chinese the maximum benefits. Organizationally, each course will have 45 hours of instructions given in seven weeks. Two courses are designed to be given concurrently in the same seven weeks. Each summer, therefore, can accommodate up to four courses. The courses are scheduled to be given in the summers of 1988, 1989 and 1990.

The courses given in the summer of 1988 were:

- i) Managerial Economics;
- ii) Finance; and,
- iii) Organizational Behaviour and Human Resource Management.

For summer 1989, the planned courses were:

- iv) Marketing Planning and Research Methodology in Marketing;
 - v) Organizational Development;
 - vi) International Marketing; and,
 - vii) Formulation of Strategy for Enterprises.
2. Degree Candidates for M.B.A. and M.P.A. in Canada. A total of ten young teachers will be given the opportunity to have a reasonable breadth and depth in their studies to be able to teach two to three courses in China upon their return.
 3. Visiting Scholars. This refers to current young teachers in need of upgrading. A total of twelve visiting scholars are to be invited to a Canadian institution for one full year to take courses, prepare for at least one course to be taught in China and make an effort towards completing a working paper under the supervision of faculty members to be published later.
 4. Ph.D. Studies. The Linkage will have two types of Ph.D programs in operation:
 - i) Three Chinese Ph.D. candidates are to enroll in regular Canadian Ph.D. programs to obtain Ph.D. degrees; and,
 - ii) Six Chinese candidates are to enroll in joint Chinese-Canadian Ph.D. programs which requires at least a year of studies before coming to Canada for a year of methodological studies and research under supervision of a Ph.D. supervisor. The supervisor will be asked to oversee the completion of the thesis in China for up to two months when the candidate is ready. This is expected to also serve as an instrument of joint research and publication.
 5. The Linkage will also invite each of the Chinese Ph.D. supervisors to Canada for two months to enhance the smooth progress of the Joint Ph.D. program.
 6. Canadian Educational Specialists in China: To provide Canadians the opportunity of studying and researching in China, two different arrangements have been set up:
 - i) Canadian students to study in China with special privileges which provides them with access to all facilities at reduced rates and charges; and,
 - ii) Canadian graduate students are sponsored to study for one year to be able to subsequently help Canadian and Chinese professors with their research, teaching, case writing and course development for six months.
 7. Books and Equipment. The Linkage is committed to provide all the necessary textbooks and reference books to support the courses in China, in addition to providing the People's University with a collection of books and journals to support teaching and research in China.

8. Other Support Activities. The Linkage will provide for three visits of three delegations of senior administrators/scholars from China and four delegations from Canada.

APPENDIX III: LETTER FROM THE EDITOR OF CANADIAN JOURNAL OF ADMINISTRATIVE SCIENCES

September 21, 2006

Professor Hamid Etemad
Faculty of Management
McGill University
1001 Sherbrooke St. West
Montréal QC
Canada H3A 1G5

Dear Professor Etemad,

As editor of CJAS, I am always looking for new ways to celebrate the diversity and readership of the journal. Recently, the CJAS office received a list of the most downloaded and purchased CJAS articles up to December 2005 from ProQuest, one of our indexing agencies.

Professor Etemad, I am very pleased to tell you that not only did the article titled, *Internationalization of Small and Medium-sized Enterprises: A Grounded Theoretical Framework and an Overview* figure in this list, but your article is the second most downloaded and purchased CJAS article from ProQuest!

This particular paper, which appeared in the Volume 21, number 1 issue of the journal, recorded 1824 purchases from ProQuest as of December 2005. I extend my warmest congratulations to you and thank you for your part in enhancing the stature of CJAS. I hope you will continue to consider the journal for your future research!

Cordially,
Rick D. Hackett
Editor-in-Chief
c.c. Dean Peter Todd

EDITOR-IN-CHIEF
Rick D. Hackett
McMaster University
cjas@mcmaster.ca

Appendix IV: International Entrepreneurship Knowledge Cluster

Summary of planned activity

We propose to develop a Strategic Knowledge Cluster in the area of International Entrepreneurship (IE). Understanding the formation of new enterprises that address international opportunities is important for economic development, and development of scholarship at the interface of entrepreneurship and international business. Globalization alters the scope and pace of international business activities. To keep pace, international collaborations among researchers are essential to maximize the benefits of the world pool of knowledge and expertise. This is particularly true for a medium size country like Canada. Firms led by the entrepreneurial spirit are often knowledge-intensive and internationalize rapidly from inception. The owners of these "international new ventures" (INVs) or "born globals" assemble businesses in a myriad of ingenious ways, leveraging relationships and bringing together disparate resources to achieve their international success. While smaller firms typically provide the majority of employment, they currently account for a small proportion of international sales. INVs demonstrate that smaller and newer firms can successfully participate in the global economy and may provide insight into how to encourage smaller and younger firms to prosper by internationalizing.

There are multiple objectives for the proposed knowledge cluster. They are: (1) to provide the infrastructure for exchange of ideas and shared collaborative research, (2) to coordinate and facilitate communication of the shared expertise between international and interdisciplinary researchers with this research focus, (3) to nurture new researchers in this field by facilitating networking and integration into research teams, (4) to enhance training of future entrepreneurs, researchers and managers, (5) to engage multiple stakeholders from end-users to researchers in the exchange of knowledge within an international cooperative framework, (6) to create standards and an infrastructure to collect and share internationally comparable data, and (7) to leverage resources from different institutions, organizations and trans-national bodies to further understanding of INVs and transfer knowledge outcomes to governments and firms.

The cluster has an immediate critical mass of approximately 100 individuals and a network of national and international partner institutions. *The gap we wish to address is the need for a recognized organizational structure to increase the visibility and legitimacy of this field of study, and to represent, coordinate and expand the international network of researchers, government agencies, and entrepreneurs.* The key to this is the formation of a virtual community that facilitates sharing of resources, expertise and knowledge on a global scale. To accomplish this, we will partner with ENTRE-NET and IGLOO, two organizations working together to build an online community that links the Canadian entrepreneurship centres funded by the Dobson Foundation. Our hope is that this online community will accelerate the development of ideas and approaches to key theoretical, methodological and conceptual issues in this emerging area of study. It is also important to internationalize training in this field for researchers, and business leaders, strategic economic planners, and international business leaders. Countries, companies and researchers participating in this cluster will benefit from the dual thrusts of collaborative research and knowledge transfer/education.

The interrelatedness of entrepreneurship and internationalization are not easily embraced by researchers and organizations in either entrepreneurship or international business. International business theory does not posit a role for small firms in international trade and the entrepreneurship literature portrays new ventures as dependent on locally

embedded resources. However, major International Business and Entrepreneurship journals have published special issues on IE, written and edited mostly by scholars associated with our proposed Cluster. Increased numbers of researchers studying the phenomenon of INVs and a rapidly expanding base of knowledge presents an important opportunity for Canadian researchers to play a pivotal role in the maturation of the field.

Appendix V: A Brief Description of the McGill International Entrepreneurship (MIE) Conference Series

McGill International Entrepreneurship (MIE) Conference Series is an annual scholarly conferences, entering its 14th edition, in 2011. The 2010 13th annual conference at McGill featured three major parts (For more details please see: <http://www.mcgill.ca/mie>) and I do function in different capacities. For example in 2010, I functioned as follows:

1. Chair, Organizer and Reviewer and Editor of Proceedings, *the 13th annual Scholarly MIE Conference* held at McGill University, Montreal, September 17-19, 2011, Montreal, Canada. This conference received more than 80 papers from international scholars and accepted 55 papers for presentation and discussions on September 18 and 19, 2010. More than 55 scholars from 20 countries and 35 doctoral students from 25 countries participated in this conference.
2. Co-Chair, the *1st Doctoral Colloquium in International Entrepreneurship in Canada* and at McGill University, held on September 21, 2011. 35 Doctoral Students from 25 countries (27 institutions) participated and 10 international scholars were invited to conduct the colloquium.
3. Co-Chair, a one-day public symposium on *Commercializing Innovation in Canada* at McGill Faculty Club, Montreal September 17, 2010. More than 150 Canadian executive and international scholars participated in this free public symposium that Provost of McGill University and The Dean of the Desautels Faculty of Management opened and featured more than 15 invited executives and government officials as speakers from Maritime, Quebec and Ontario provinces with four major panel discussions.
4. Editor of Proceedings, *International Entrepreneurship: Researching the Frontier*, the Proceedings of the 13th MIE scholarly conference, September 17-20, 2010 at McGill University, Montreal (Hard Copy, CD Rom and USB Storage).

The conference is held at other international universities when it is not at McGill. I have been consistently invited to Co-Chair the conference and be a member of the Scientific and Organizing Committees of the annual MIE conferences over the past years, including the 12th annual MIE at the Swedish School of Management (Hanken) in Finland, September 18-20, 2009, Vaasa, Finland; and the 14th MIE Conference at the Southern University of Denmark, September 17-19, 2011; and the 15th MIE Conference possibly at the University of Pavia, Italy, 21-23September. 2012.