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ACADEMIC APPOINTMENTS

- Since 2004 **Rutgers Business School – Newark & New Brunswick, Rutgers University**
Assistant Professor of Management & Global Business
- 1997-2004 **University of Virginia, Darden Graduate School of Business Administration**
Assistant Professor of Business Administration
- 1997 **University of Minnesota, Carlson School of Management**
Lecturer, Department of Strategic Management and Organization
- 1996 **University of Southern California, School of Business Administration**
Lecturer, Department of Management and Organizations
- 1995 **California State University Northridge**
Lecturer, College of Business Administration and Economics
- 1992 - 1994 **UCLA, Anderson Graduate School of Management**
Instructor, International Management Fellows Program.

EDUCATION

- 1997 **UCLA, Anderson Graduate School of Management**
Ph.D.; Double Major: Strategy and Organization; International Business
Dissertation: *Environmental Strategies of Multinational Companies: Determinants and Effects on Competitive Advantage.*
- 1990 **Kiel Institute of World Economics, Kiel, Germany**
Advanced Studies Certificate in International Economic Policy Research (equivalent to M.A.).
- 1989 **Technische Universität Berlin, Berlin, Germany**
Diplom-Kaufmann (Concentration in Finance and Management Information Systems);
Valedictorian.
University of British Columbia, Vancouver, B.C., Canada: Exchange student on German Academic Exchange Service (DAAD) scholarship during academic year 1987-1988.

AWARDS AND FELLOWSHIPS

- 2002 Nominated for Darden Class of 2002 Outstanding Faculty Award.
- 2002 Wachovia Award for Research Excellence, Darden School, University of Virginia.
- 2000 Wachovia Award for Research Excellence, Darden School, University of Virginia.
- 1999 Finalist for Best Paper Award at the 1999 Greening of Industry Conference.
- 1999 Nominated for Best Paper Award at the 1999 Strategic Management Society Conference.
- 1999, 2000 Outstanding Reviewer Award, Organizations and the Natural Environment Interest Group, *Academy of Management Meetings.*
- 1990 - 1995 Anderson Doctoral Fellowship, Anderson Graduate School of Management, UCLA.
- 1990 - 1995 UCLA Graduate Division Fellowship.
- 1989 - 1990 Volkswagenwerk Foundation Scholarship for studies at Kiel Institute of World Economics.
- 1987 - 1988 German Academic Exchange Service (DAAD) Scholarship for studies at the University of British Columbia.

RESEARCH

Research Interests

- Role of international standards in the global economy
- Multinational companies' self-regulation and environmental strategies
- International diffusion of management practices
- Value creation in mergers and acquisitions

Publications in Refereed Journals

- 2004 Christmann, Petra, "Multinational companies and the environment: Determinants of global environmental policy standardization," *Academy of Management Journal*, September, forthcoming.
- 2002 Christmann, Petra, and Glen Taylor, "Globalization and the environment: Strategies for international voluntary environmental initiatives." *Academy of Management Executive*, 16(3): 121-135.
- 2001 Christmann, Petra, and Glen Taylor, "Globalization and the environment: Determinants of firm self-regulation in China," *Journal of International Business Studies*, 32(3): 439-458.
- 2000 Christmann, Petra, "Effects of 'best practices' of environmental management on cost competitiveness: The role of complementary assets," *Academy of Management Journal*, 43(4): 663-880.
- 1999 Christmann, Petra, Diana L. Day, and George S. Yip, "The relative influence of country conditions, industry structure and business strategy on MNC subsidiary performance," *Journal of International Management*, 5: 241-265.
- 1990 Christmann, Petra and Kálmán Dezséri, "Hozzáadottérték-adórendszerek harmonizálása-Európai Közösségek 1992" (Harmonization of Value Added Taxation - European Community 1992), *Pénzügyi Szemle* (Journal of the Hungarian Ministry of Finance) Budapest, Hungary, April.

Book Chapters and Conference Proceedings

- 2003 Christmann, Petra, and Glen Taylor, "Environmental self-regulation in the global economy: The role of firm capabilities," chapter in Sarianna Lundan (ed.) "*Multinationals, environment and global competition*," Elsevier, Research in Global Strategic Management, Vol. 8.
- 2000 Christmann, Petra, and Gretchen A. Kalsow, "Global E-commerce Companies versus Brick-and-Mortar Companies: Decomposing the Distribution Value Chain," include in the "Best Paper Proceedings" of the *Journal of International Business Studies Conference and Symposium on Electronic Commerce and Global Business*, May.
- 1999 Christmann, Petra, and Glen Taylor, "Globalization and the environment: Evidence from China," included in the "Best Paper Proceedings" and finalist for the "Best Paper Award" at the *International Greening of Industry Network Conference*, Chapel Hill, NC, November.

Working Papers

- Christmann, Petra and Glen Taylor, "Determinants of international management standard adoption: Relationship-specific investments versus signaling?"
- Christmann Petra, Margaret Cording and L. Jay Bourgeois, "Acquisition Valuation and Resource Reconfiguration."
- Christmann, Petra, "Environmental strategies and firm competitiveness: A critical review of the evidence and new directions."
- Cording, Margaret, Petra Christmann, and Carmen Weigelt, "Measuring Acquisition Performance: A Methodological Comparison," submitted to the *International Conference of the Strategic Management Society*, February 2004.

Research in Progress

Diffusion of management standards through global supply chains (with Robert Klassen, and Glen Taylor). Research project funded by the Asia Pacific Economic Corporation, APEC.

Global supplier standards can increase transparency and facilitate monitoring of distant suppliers. This project draws on the resource-based view of the firm and transaction cost theory to examine how supplier characteristics, the nature of the relationship between buyer and supplier, and supplier development practices affect the diffusion of standards through global supply chains. Our empirical work uses survey data on ISO 9000 and ISO 14000 adoption from a sample of Chinese firms that we collected in the spring of 2003.

Value-creation in mergers and acquisitions. (with Jay Bourgeois, Sajan Chatterjee, and Margaret Cording).

What are the determinants of merger success? Our theoretical work applies the resource-based view of the firm to the study of merger success and develops a classification of resource reconfigurations required to achieve expected benefits from a merger. One empirical project tests the impact of resource reconfiguration types on the accuracy of acquisition valuation and on the success of post-merger integration using proprietary data from 70 acquisitions carried out by a single company. A second project (in cooperation with PricewaterhouseCoopers) aims at identifying best practices for different reconfiguration types.

Research Grants

- 2000-current Asia Pacific Economic Cooperation (APEC), Grant for research on “Cross-cultural understanding of implementation of standards and accreditation in supply chain management.” Project under authority of the APEC Human Resources Standing Committee.
- 1999 Asia Pacific Economic Cooperation (APEC), Grant for research on “Standard-based management practices and conformity in APEC member countries.” Project under joint authority of the APEC Standing Committee on Standards and Conformance and the Business Management Network.
- 1994 - 1996 UCLA Center for International Business Research (CIBER), Grant for Dissertation Research.

Doctoral Committees

- Dissertation Committee Member, Margaret Cording, Darden School, University of Virginia, 2003.
- Outside Dissertation Examiner, Mikel Ham, Department of Economics, University of Virginia, 1998.

Refereed Conference Presentations

- 2004 Cording, Margaret L., Carmen Weigelt and Petra Christmann, “Evaluating acquisition performance: A comparison of three measures”, to be presented at the *24th Annual International Conference of the Strategic Management Society*, San Juan, PR, November 2004
 - 2003 Christmann, Petra, “Promoting Transparency of firms’ environmental conduct in the global economy,” All-Academy Symposium at the *Academy of Management Meetings*, Seattle, WA, August.
 - 2002 Christmann, Petra, and Glen Taylor, “Determinants of ISO adoption in emerging economies: Insights from institutional and transaction cost theories,” *Academy of Management Meetings*, Denver, CO, August.
- Cording, Margaret, L. Petra Christmann and Jay Bourgeois, III, “A Focus on resources in M&A success: A literature review and research agenda to resolve two paradoxes,” *Academy of Management Meetings*, Denver, CO, August.

- Christmann, Petra, and Glen Taylor, "Globalization and the environment: Strategies for international voluntary environmental initiatives," *Academy of International Business Annual Meeting*, San Juan, PR, June.
- 2001 Cording, Margaret, L. Jay Bourgeois, III, and Petra Christmann "Paradox in Mergers & Acquisitions: A review of the literature and a research agenda," *21st International Conference of the Strategic Management Society*, San Francisco, CA, October.
- 2000 Christmann, Petra, "Globalization and the environment: Drivers of standardization of environmental strategies in multinational companies," *20th International Conference of the Strategic Management Society*, Vancouver, Canada, October.
- Christmann, Petra, and Glen Taylor, "Globalization and the environment: The role of ISO 14000," *Academy of Management Meetings*, Toronto, Canada, August.
- 1999 Christmann, Petra, and Glen Taylor, "Globalization and the environment: The role of non-governmental pressures," *Academy of International Business Annual Meeting*, Charleston, SC, November.
- Christmann, Petra, and Glen Taylor, "Globalization and the environment: Evidence from China," *International Greening of Industry Network Conference*, Chapel Hill, NC, November. Finalist for Best Paper Award.
- Christmann, Petra, "Environmental strategy and firm competitiveness: The role of complementary assets," *19th International Conference of the Strategic Management Society*, Berlin, Germany, October. Nominated for consideration for "Best Paper Award."
- Christmann, Petra, "Environmental strategies and firm competitiveness: A critical review of the evidence and new directions," *Academy of Management Annual Meeting*, Chicago, IL, August.
- 1998 Christmann, Petra, "Barriers to imitability of leading-edge environmental practices: The role of firm resources and capabilities," *18th International Conference of the Strategic Management Society*, Orlando, FL, November.
- Christmann, Petra, "Multinational Companies and the Natural Environment: Determinants of Environmental Strategy Globalization," *Academy of International Business Annual Meeting*, Vienna, Austria, October.
- Christmann, Petra, "Integrating business strategy in the analysis of 'best practices' of environmental management: The role of firm resources and capabilities," *Institute for Operations Research and the Management Sciences (INFORMS) Fall Meetings*, Seattle, WA, October.
- Christmann, Petra, "Effects of 'best practices' of environmental management on firm competitiveness: The role of firm resources and capabilities," *Academy of Management Meetings*, San Diego, CA August.
- 1997 Christmann, Petra, "'Green' competencies: The role of firms resources and capabilities in the relationship between environmental practices and competitiveness," *17th International Conferences of the Strategic Management Society*, Barcelona, Spain, October.
- 1996 Christmann, Petra, "Green and Competitive? An Empirical Analysis of the Relationship between Environmental Strategies and Competitive Position," *16th International Conference of the Strategic Management Society*, Phoenix, AZ, November.
- Christmann, Petra, "Globalization of Environmental Strategies: Effects on Competitive Advantage," *Academy of International Business Annual Meeting*, Banff, Canada, September.

- Christmann, Petra, "Environmental Strategies and Competitive Advantage: Theoretical Considerations," Panel Session "Environmental Regulation and International Competition: The Case of NAFTA," *Academy of International Business Annual Meeting*, Banff, Canada, September.
- 1995 Christmann, Petra, Diana L. Day, and George S. Yip, "Does Country Matter? Determinants of Subsidiary Performance in Developed and Developing Countries," *Academy of Management Meetings*, Vancouver, Canada, August.
- "Overcompliance with Environmental Regulation - An Economic Perspective," *Institute for Operations Research and the Management Sciences (INFORMS) Spring National Meeting*, Los Angeles, April.
- 1994 Day, Diana L., George S. Yip, and Petra Christmann, "The Relative Impact of Country Conditions, Market Structure and Business Strategy on MNC Profitability," *Academy of International Business Annual Meeting*, Boston, October.
- Christmann, Petra, "The Effect of Environmental Regulation on the Task Environment of Multinational Enterprises," *Asilomar Conference of the Stanford Center for Organizational Research*, April.
- 1993 Christmann, Petra, and Aya Chacar, "Towards an Understanding of Inter-Organizational Networks," *Asilomar Conference of the Stanford Center for Organizational Research*, May.

Selected Invited Presentations

- "Globalization and international certifiable standards for corporate conduct" (with Glen Taylor)
Conference on *Transformations in Global Governance: Implications for Multinationals and other Stakeholders*, Boston University, October 2004.
- "International non-governmental standards for corporate environmental conduct,"
Journal of International Business Studies First Annual Conference on Emerging Research Frontiers in International Business, Duke University, Durham NC, March 2003.
- "Environmental strategies of multinational chemical companies: Global integration or national responsiveness?,"
World Resources Institute BELL Conference, Los Angeles, CA, August. 1998
- "Two essays on the relationship between environmental strategies and firm competitiveness"
Ethics, Invention and Design Seminar, *School of Engineering and Applied Science, University of Virginia*, April 1998.
- "Effects of 'best practices' of environmental management on firm competitiveness: The role of firm resources and capabilities,"
Pamplin College of Business, Virginia Tech University, February 1998.

Invited Conference and Workshop Participation

- Invited Participant and Discussant, *Wharton Conference on Management Strategy and the Business Environment*, The Wharton School, University of Pennsylvania, March 2004.
- Invited Participant, *Workshop on Capital Markets & Environmental Performance*, U.S. Environmental Protection Agency, Laguna Beach, CA, February 2001.
- Invited Participant, Business Policy and Strategy Division New Faculty Consortium, *Academy of Management Meetings*, 1999.
- Invited Participant, *Academy of International Business Junior Faculty Consortium*, 1998.

TEACHING

Courses Taught

- Undergraduate: *Business Strategy.*
 International Management.
 International Business.
- MBA: *Management of International Business.*
 Teaching ratings in top ten percent of all Darden MBA electives for two years.

 Business and the Political Economy.
 Teaching ratings consistently in top third of all Darden required courses.
- Executive Education: *The Global Environment of Business.*

Case Studies and other Teaching Materials

I have authored six case studies and five technical notes for classroom use that address topics such as industry analysis, analysis of markets for international expansion, operating in developing countries, macroeconomic policies, foreign exchange rates, and economic crises. These cases have been used at the Darden School and at various other institutions.

- The Asian Port Wars*, Darden Case Collection, University of Virginia, UVA-BP-0464 (with Jin Leong).
- EAC Nutrition: Regional Expansion Strategy*, Darden Case Collection, University of Virginia, UVA-BP-0449; Teaching Note UVA-BP-0449TN (with Jin Leong and Michelle Tan).
- The Siam Commercial Bank – Weathering through the Asian Storm*, Darden Case Collection, University of Virginia; Case A UVA-BP-0443; Case B UVA-BP-0444 (with Mark Sriaporn); Teaching Note UVA-BP-0443TN.
- Brazil – The Real Plan*, Darden Case Collection, University of Virginia; Case A UVA-BP-0429; Case B UVA-BP-0430; Case C UVA-BP-0431 (with Heitor Carrera); Teaching Note UVA-BP-0429TN.
- Daimler-Benz A.G.: Negotiations between Daimler and Chrysler*, Case Collection, University of Virginia, UVA-F-1241 (with Robert Bruner and Robert Spekman).
- Chrysler Corporation: Negotiations between Daimler and Chrysler*, Case Collection, University of Virginia, UVA-F-1240 (with Robert Bruner and Robert Spekman).
- Exchange Rates: Definitions and the Real Exchange Rate*, Technical Note, Darden Case Collection, University of Virginia, UVA-BP-0457.
- Note of Exchange Rate Regimes*, Technical Note, Darden Case Collection, University of Virginia. UVA-BP-0456.
- Fiscal And Monetary Policy* Technical Note, Darden Case Collection, University of Virginia. UVA-BP-0453 (with Melissa Appleyard).
- The Income Multiplier*, Technical Note, Darden Case Collection, University of Virginia. UVA-BP-0454 (with Melissa Appleyard).
- Monetary Policy And The Money Multiplier*, Technical Note and Spreadsheet Exercise, Darden Case Collection, University of Virginia. UVA-BP-0455 (with Melissa Appleyard).

PROFESSIONAL ACTIVITIES AND SERVICE

Editorial Boards and Reviewing

Editorial Board: *Journal of International Business Studies*, 2001-2002.

Ad Hoc Reviewer: *Academy of Management Journal*
Academy of Management Review
Academy of Management Executive
Administrative Science Quarterly
Interfaces
Journal of Business Research
Journal of International Business Studies
Management Science
Organization Science
Production and Operations Management.

Reviewer: *Academy of Management Annual Meetings*
Academy of International Business Annual Meetings

Other Service in Professional Organizations

Teaching Committee Member, Business Policy and Strategy Division, *Academy of Management*, 2000-2002.

Organizer, "Bringing Technology into the Classroom: Teaching with Multimedia Cases and Simulations", Professional Development Workshop at the *Academy of Management Meetings*, 2001

Facilitator, Organizations and the Natural Environment Interest Group Doctoral and New Faculty Consortium, *Academy of Management Meetings*, 2000, 2001, 2002.

Faculty Panel Member, New Doctoral Student Consortium, *Academy of Management Meetings*, 1998.

University Service

Faculty Advisor, European Society (Darden Student Club), Spring 2002-present.

Executive Education Committee, The Darden School, University of Virginia, 1999-2002.

Dean's Task Force on Darden Values and Culture, The Darden School, University of Virginia, 2000-2001.

Student-Faculty Committee, The Darden School, University of Virginia, 1998-1999.