

# Pankaj Ghemawat

[ACADEMIC POSITIONS](#)

[HIGHER EDUCATION](#)

[RECENT HONORS AND AWARDS](#)

[OTHER RECENT PROFESSIONAL ACTIVITIES](#)

[PUBLICATIONS BY AUDIENCE](#)

[Researchers](#)

[Managers](#)

[Public Policymakers](#)

[Business Educators](#)

[SELECTED WORK IN PROGRESS](#)

[RECENT PRESENTATIONS](#)

# Pankaj Ghemawat

## ACADEMIC POSITIONS

2014– **Stern School of Business, New York University**

Global Professor of Management and Strategy.

Director of the Center for the Globalization of Education and Management.

2013–2014 **Stern School of Business, New York University**

Distinguished Visiting Professor of Global Strategy.

2006– **IESE Business School, Barcelona**

Anselmo Rubiralta Professor of Global Strategy. Teaching responsibilities have included the MBA courses “Global Strategy” and “Globalization of Business Enterprise (GLOBE)” —as well as a MOOC version of GLOBE on the Coursera platform.

1991–2008 **Harvard University Graduate School of Business Administration**

Jaime and Josefina Chua Tiampo Professor of Business Administration, Strategy Unit. Teaching responsibilities included the MBA courses “Strategy, Commitment, and Choice,” “Competition and Strategy,” and “Globalization and Strategy.” Chaired the Ph.D. program in Business Economics and the Harvard University Committee on Higher Degrees in Business Studies.

1983–1991 **Harvard University Graduate School of Business Administration**

Assistant and Associate Professor, Strategy Unit.

## HIGHER EDUCATION

1979–1982 **Harvard University Graduate School of Business Administration and Harvard University Faculty of Arts and Sciences**

Ph.D. degree in Business Economics.

1976–1979 **Harvard College**

A.B. degree in Applied Mathematics and Economics. Phi Beta Kappa.

## RECENT HONORS AND AWARDS

- Ranked 15<sup>th</sup> on the Case Centre’s bestselling authors 2015/2016
- Ranked 19<sup>th</sup> on the Thinkers50 global ranking of management thinkers, 2015.

- Recipient of the Booz Eminent Scholar Award from the International Management Division of the Academy of Management, August 2014.
- Special panel honoring the 10th anniversary of the publication of “Semiglobalization and International Business Strategy,” in the *Journal of International Business Studies* at the European International Business Academy, 2013.
- Herbert Simon Award of the Rajk Laszlo College for Advanced Studies in Budapest, 2013.
- Invited talk at TED Global, Edinburgh, on “Globalization and Globaloney,” 2012.
- Axiom Business Book Awards, Gold Prize in the International Business/Globalization category for *World 3.0: Global Prosperity and How to Achieve It* (Harvard Business Review Press, 2011), 2012.
- Thinkers50 Book Award for the best business book published in 2010–2011 (for *World 3.0*), 2011.
- IESE Alumni Research Excellence Prize (for *World 3.0*), 2011.
- Irwin Outstanding Educator Award from the Business Policy and Strategy Division of the Academy of Management, 2008.
- Included in the guide to the 50-odd greatest management thinkers of all time published in 2008 by *The Economist*.
- Fellow of the Strategic Management Society (SMS), 2008.
- IESE Alumni Research Excellence Prize for *Redefining Global Strategy* (Harvard Business School Press, 2007), 2008.
- IESE-Fundación BBVA Economics for Management Prize, 2008.
- Fellow of the Academy of International Business, 2007.
- McKinsey Award for best paper published in the *Harvard Business Review* (“Regional Strategies for Global Leadership”), 2005.

## **OTHER RECENT PROFESSIONAL RESPONSIBILITIES**

- Guest Editor, Global Strategy, for the Strategic Management Journal
- Member of the Working Group on Infrastructure Finance Stern School of Business. 2015-
- Founding Chairman, PRISM (Practice and Research in Strategic Management) Foundation. 2014
- Chairman, Eminent Scholar selection committee, Academy of International Business Annual Conference, 2013.
- Chairman, Strategy Research Foundation, 2013.
- Member, AACSB Taskforce on the Globalization of Management Education, 2008–2011.
- Departmental Editor for Strategy, *Management Science*, 2003–2009.
- “Strategy Mentor” to successive CEOs of Tata Consultancy Services as it grew from 12,000 to 300,000 employees, 2000–2013.

## **PUBLICATIONS BY AUDIENCE**

### **RESEARCHERS**

#### ***Journal Articles***

“Evolving Ideas about Business Strategy,” *Business History Review*, forthcoming.

“Strategies for Higher Education in the Digital Age,” *California Management Review* for a special issue on

Managing Universities in an Era of Transition, forthcoming.

[“Competitiveness and Interregional as well as International Trade: The Case of Catalonia”](#) (with Carlos Llano and Francisco Requena). *International Journal of Industrial Organization* 28, no. 4, (2010): 415–422.

[“Competitiveness in Catalonia. Selected Topics”](#) (with Xavier Vives). Reports of the Public-Private Sector Research Center, no. 2. IESE-Foment del Treball Nacional, July 2009.

[“Reconceptualizing International Strategy and Organization.”](#) *Strategic Organization* 6, no. 2, (May 2008): 195–206.

[“Strategic Interaction across Countries and Multinational Agglomeration: An Application to the Cement Industry”](#) (with Catherine Thomas). *Management Science* 54, no. 12, (December 2008): 1980–1996.

[“Choice Interactions and Business Strategy”](#) (with Daniel Levinthal). *Management Science* 54, no. 9, (September 2008): 1638–1651.

[“Introduction to the Special Issue on Strategic Dynamics”](#) (with Bruno Cassiman). *Management Science* 53, no. 4, Special Issue on Strategic Dynamics (April 2007): 529–536.

[“Global Integration ≠ Global Concentration”](#) (with Fariborz Ghadar). *Industrial & Corporate Change* 15, no. 4 (August 2006): 595–623.

[“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows”](#) (with Ramon Casadesus-Masanell). *Management Science* 52, no. 7 (July 2006): 1072–1084.

[“New Frontiers in International Strategy”](#) (with Joan Enric Ricart, Michael J. Enright, Stuart L. Hart, and Tarun Khanna). *Journal of International Business Studies* 35, no. 3 (May 2004): 175–200.

[“Semiglobalization and International Business Strategy.”](#) *Journal of International Business Studies* 34, no. 2 (March 2003): 138–152.

[“Competition and Business Strategy in Historical Perspective.”](#) *Business History Review* 76, no. 1 (Spring 2002): 37–74.

[“Competitive Shocks and Industrial Structure: The Case of Polish Manufacturing”](#) (with Robert E. Kennedy). *International Journal of Industrial Organization* 17, no. 6 (August 1999): 847–867.

[“Order Backlogs and Strategic Pricing: The Case of the U.S. Large Turbine Generator Industry”](#) (with Anita M. McGahan). *Strategic Management Journal* 19, no. 3 (March 1998): 255–286.

[“The Nature of Diversified Business Groups: A Research Design and Two Case Studies”](#) (with Tarun Khanna). *Journal of Industrial Economics* 46, no. 1 (March 1998): 35–61.

[“Competitive Advantage and Internal Organization: Nucor Revisited.”](#) *Journal of Economics &*

*Management Strategy* 3, no. 4 (December 1995<sup>1</sup>): 685–717.

[“Competition to Retain Customers”](#) (with Anita M. McGahan). *Marketing Science* 13, no. 2 (May 1994): 165–176.

[“Commitment to a Process Innovation: Nucor, USX, and Thin-slab Casting.”](#) *Journal of Economics & Management Strategy* 2, no. 1 (March 1993): 135–161.

[“The Organizational Tension between Static and Dynamic Efficiency”](#) (with Joan E. Ricart i Costa). *Strategic Management Journal* 14, Special Issue: Organizations, Decision Making and Strategy (Winter 1993): 59–73.

[“Identifying Mobility Barriers”](#) (with Richard E. Caves). *Strategic Management Journal* 13, no. 1 (January 1992): 1–12. Also published in *Strategic Management* edited by Julian Birkinshaw, Northampton, MA: Edward Elgar Publishing, 2005.

[“Market Incumbency and Technological Inertia.”](#) *Marketing Science* 10, no. 2 (May 1991): 161–171.

[“The Snowball Effect.”](#) *International Journal of Industrial Organization* 8, no. 3 (September 1990): 335–351.

[“The Devolution of Declining Industries”](#) (with Barry Nalebuff). *The Quarterly Journal of Economics* 105, no. 1 (February 1990): 167–186.

[“Investment in Lumpy Capacity.”](#) *Journal of Economic Behavior & Organization* 8, no. 2 (June 1987): 265–277.

[“Capital Commitment and Profitability: An Empirical Investigation”](#) (with Richard E. Caves). *Oxford Economic Papers* 38, Supplement: Strategic Behaviour and Industrial Competition (November 1986): 94–110.

[“Learning Curve Spillovers and Market Performance”](#) (with A. Michael Spence). *The Quarterly Journal of Economics* 100, Supplement (1985): 839–852.

[“Exit”](#) (with Barry Nalebuff). *Rand Journal of Economics* 16, no. 2 (Summer 1985): 184–194.

[“Capacity Expansion in the Titanium Dioxide Industry.”](#) *The Journal of Industrial Economics* 33, no. 2 (December 1984): 145–163. Also published in *The Economics of Business Strategy*, edited by John Kay, Cheltenham, UK: Edward Elgar Publishing Ltd., 2003.

[“The Decline of Dominant Firms, 1905–1929”](#) (with Richard E. Caves and Michael Fortunato). *The Quarterly Journal of Economics* 99, no. 3 (August 1984): 523–546.

---

<sup>1</sup> Year on hard copy version is 1995; online version is dated: 1994.

## **Books**

["The Laws of Globalization and Business Applications"](#), Cambridge: Cambridge University Press (November 2016).

[Creating Value through International Strategy](#) (coedited with Africa Ariño and Joan E. Ricart). London: Palgrave Macmillan, 2004.

[Games Businesses Play: Cases and Models](#). Cambridge, MA: The MIT Press, 1997.

## **Book Chapters/Notes**

"The Global Infrastructure Development Sector" (with Ingo Walter). In [The Infrastructure Finance Challenge](#), edited by Ingo Walter: Cambridge, UK: Open Book Publishers, 2016

["Globalization, Capabilities, and Distance: Theory and a Case Study \(of China\)"](#) (with Thomas M. Hout). In *Oxford Handbook of Dynamic Capabilities*, edited by David J. Teece. Oxford; New York: Oxford University Press, (June 2016).

["Irreversibility"](#) (with Eric Van den Steen). In *The Palgrave Encyclopedia of Strategic Management*, edited by Mie Augier and David J. Teece Basingstoke: Palgrave Macmillan, July 2015.

"From International Business to Intranational Business." In *Emerging Economies and Multinational Enterprises*, edited by Laszlo Tihanyi, Elitsa R. Banalieva, Timothy M. Devinney, and Torben Pedersen. Emerald Group Publishing Limited, 2015, 5–28.

"Introduction: International Strategy and Location Specificity." In [Creating Value through International Strategy](#), edited by Africa Ariño, Pankaj Ghemawat, and Joan E. Ricard. 1-20. New York: Palgrave Macmillan, 2004.

"Global Standardization vs. Localization: A Case Study and a Model." In [The Global Market: Developing a Strategy to Manage across Borders](#), edited by J. A. Quelch and R. Deshpande. 115–145. San Francisco: Jossey-Bass, 2004.

"India's Exports since the Reforms: Three Analytic Industry Studies" (with Murali Patibandla). In [India in the Era of Economic Reforms](#), edited by Jeffrey Sachs, Ashutosh Varshney, and Nirupam Bajpai. 186-221. New Delhi: Oxford University Press, 1999.

"Competitive Policy Shocks and Strategic Management" (with Robert Kennedy and Tarun Khanna). In [Managing Strategically in an Interconnected World](#), edited by Michael Hitt, Joan E. Ricart, and Robert Nixon. 15–37. Hoboken, NJ: John Wiley & Sons, 1998.

"The Short Run versus the Long Run in Cross-Sectional IO." In [Strategic Groups, Strategic Moves and Performance](#), edited by Herman Daems and Howard Thomas. 103–115. Pergamon, 1994.

"Excess Capacity, Efficiency, and Industrial Policy" (with Barry Nalebuff). In [Managing Excess Capacity](#),

edited by Charles Baden-Fuller. 44-57. Oxford: Basil Blackwell, 1990.

“Modeling Global Competition” (with A. Michael Spence). In [Competition in Global Industries](#), edited by Michael E. Porter. 61–79. Boston, MA: Harvard Business School Press, 1986.

“Patterns of International Coalition Activity” (with Michael E. Porter and Richard A. Rawlinson). [Competition in Global Industries](#), *op. cit.*, pp. 345–365.

## **MANAGERS**

### **Articles**

“Trading Places? The United States and China in Global Networks” (with Fabrizio Ferraro and Jordi Torrents) (forthcoming) Quartz.

“Market and Management Failures.” *Capitalism and Society* (forthcoming).

“[If Trump Abandons the TPP, China Will Be the Biggest Winner.](#)” *Harvard Business Review*. Published electronically December 12, 2016

“[Emerging Economies: Differences and Distances.](#)”(with Steven A. Altman) *AIB Insights* Vol.16, no 4 (2016 Q4):7-10

“[Trump, Globalization, and Trade's Uncertain Future.](#)” *Harvard Business Review*. Published electronically November 11, 2016

“[People Are Angry About Globalization. Here’s What to Do About It.](#)” *Harvard Business Review*. Published electronically November 4, 2016

“[Beyond Brexit: An Initial Analysis and Questions for the AIB Community.](#)” *AIB Insights* Vol.16, no. 3 (2016 Q3):3-6

“What Uber's China Deal Says About the Limits of Platforms.” *Harvard Business Review*. Published electronically August 10, 2016

“The EU Needs to Make Sure Continental Countries Don't Exit.” *Harvard Business Review*. Published electronically June 28, 2016

“[Can China’s Companies Conquer the World? The Overlooked Importance of Corporate Power](#)” (with Thomas Hout), *Foreign Affairs* no. 95 (2)(March/April 2016):86–98.

“[How Global Is Your C-Suite?](#)” (with Herman Vantrappen). *MIT Sloan Management Review* 56, no. 4 (Summer 2015): 73–82.

“[How Global Are the World’s Largest Contractors?](#)” (with Phillip Bastian) *ENR: Engineering News-Record* (2015): 98–99.

[“Globalization.”](#) In *Wiley Encyclopedia of Management*, (3rd edition), edited by Cary L. Cooper. Hoboken: John Wiley & Sons, Ltd, 2014.

[“Competitive Landscapes”](#) (with Bruno Cassiman). In *Wiley Encyclopedia of Management*, (3rd edition), edited by Cary L. Cooper. Hoboken: John Wiley & Sons, Ltd, 2014.

“MBAs Need to Stop Assuming That Markets Always Work.” *Harvard Business Review*. Published electronically November 21, 2014

“What Economists Know That Managers Don't (and Vice Versa).” *Harvard Business Review*. Published electronically November 6, 2014

[“Making Sense of Globalization”](#) (with Steven A. Altman). *strategy+business* no. 78 (Spring 2015). Published electronically November 3, 2014.

[“Building Diversity for the Executive Ranks”](#) (with Herman Vantrappen). *HQ Asia* no. 8 (2014): 98–101. Published electronically February 2, 2015.

[“The Fortune Global 500 Isn't All That Global”](#) (with Niccolò Pisani) *Harvard Business Review (Online Edition)* (November 2014).

[“Clay Christensen's Theories Are Great for Entrepreneurs, but Not Executives”](#) (with Amar Bhide). *Quartz* (2014). Published electronically October 9, 2014.

[“Global Problem Solving without the Globaloney.”](#) *Stanford Social Innovation Review* 12, no. 4 (2014): 28–35.

[“Japan Slow to Attract Foreign Executive Talent”](#) (with Herman Vantrappen) *Nikkei Asian Review* (2014). Published electronically April 24, 2014.

“Are CEOs Really India's Leading Export?” (with Herman Vantrappen) *Harvard Business Review (Online Edition)* (March 2014).

[“Become an Ex-Pat and Still Get Ahead: Research on Choosing the Right Company”](#) (with Herman Vantrappen) *Harvard Business Review Blog*, January 2014.

[“Are Multinationals Becoming Less Global?”](#) (with Niccolò Pisani) *Harvard Business Review (Online Edition)* (October 2013).

“For Corporate Cosmopolitanism, Start at the Top” *Harvard Business Review (Online Edition)* (July 2013).

[“Doing Business in World 3.0: Ten Requirements”](#) [In Spanish]. *Harvard Deusto Business Review*, no. 221 (March 2013): 20–38.

“New Report: We're Not As Connected As We Think.” (with Steven A. Altman) *Harvard Business Review (Online Edition)* (December 2012).



[“Developing Global Leaders.”](#) *McKinsey Quarterly*, no.3 (June 2012): 100–109.

“Globalization Plays a Bit Part in Environmental Issues.” *Harvard Business Review (Online Edition)* (May 2012).

“Who’s Afraid of a Few Big Companies Taking Over the World?” *Harvard Business Review (Online Edition)* (April 2012).

“Quantifying the Gains from Increased Global Integration” *Harvard Business Review (Online Edition)* (February 2012).

[“Remapping Your Strategic Mind-set.”](#) *McKinsey Quarterly*, no. 3 (August 2011): 56–67.

“Financial Fears, Flows, and Globalization” *Harvard Business Review (Online Edition)* (September 2011).

[“The Cosmopolitan Corporation.”](#) *Harvard Business Review* 89, no. 5 (May 2011): 92–99.

[“China vs the World. Whose Technology Is It?”](#) (with Thomas M. Hout). *Harvard Business Review* 88, no. 12 (December 2010): 94–103.

[“Finding Your Strategy in the New Landscape.”](#) *Harvard Business Review* 88, no. 3 (March 2010): 54–60.

[“Globalization Is an Option Not an Imperative.](#) Or, Why the World Is Not Flat.” *Ivey Business Journal* 72, no. 1 (January/February 2008): 1–11.

[“The Thought Leader Interview.”](#) *strategy+business*, no. 50 (Spring 2008).

[“Tomorrow’s Global Giants? Not the Usual Suspects”](#) (with Thomas Hout). *Harvard Business Review* 86, no. 11 (November 2008): 80–88.

[“Managing Differences: The Central Challenge of Global Strategy.”](#) *Harvard Business Review* 23, no. 8 (March 2007): 58–68.

[“Why the World Isn’t Flat.”](#) *Foreign Policy*, no. 159 (March/April 2007): 54–60.

[“Regional Strategies for Global Leadership.”](#) *Harvard Business Review* 83, no. 12 (December 2005): 98–108.

[“The Growth Boosters.”](#) *Harvard Business Review* 82, no. 7-8 (July 2004): 35–40.

[“The Forgotten Strategy.”](#) *Harvard Business Review* 81, no.11 (November 2003): 76–84.

[“Distance Still Matters: The Hard Reality of Global Expansion.”](#) *Harvard Business Review* 79, no. 8 (September 2001): 137–147.

[“The Dubious Logic of Global Megamergers”](#) (with Fariborz Ghadar). *Harvard Business Review* 78, no. 4 (July 2000): 64–72.

[“Strategic Valuation of Investment under Competition”](#) (with Patricio Del Sol). *Interfaces* 29, no. 6 (November/December 1999): 42–56.

[“Commitment vs. Flexibility”](#) (with Patricio Del Sol). *California Management Review*, no. 4 (July 1998): 26–42.

[“The Risk of Not Investing in a Recession.”](#) *Sloan Management Review* 34, no. 2 (Winter 1993): 51–58. Updated version republished in [Sloan Management Review](#) 50, no. 3 (Spring 2009):31–38.

[“Commitment: An interview with Pankaj Ghemawat.”](#) *McKinsey Quarterly*, no. 3 (September 1992): 121–137.

[“Sustainable Advantage.”](#) *Harvard Business Review* 64, no. 5 (September/October 1986): 53–58.

[“Building Strategy on the Experience Curve.”](#) *Harvard Business Review*, (March/April 1985): 143–149. Republished in *The Economics of Business Strategy*, edited by John Kay. Cheltenham, UK: Edward Elgar Publishing Ltd., 2003.

Plus regular columns for business publications such as *Fortune*, blog for *Harvard Business Review*, etc.

### **Books**

*“The Columbus Effect: Distance and the Future of Global Competition.”* Book manuscript under preparation. Book on competition between “insurgents” from emerging economies and “incumbents” from advanced economies; based in part on recent China research.

[Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter.](#) Boston, MA: Harvard Business School Press, 2007.

[Commitment: The Dynamic of Strategy.](#) New York: The Free Press, 1991.

### **Book Chapters**

“Global Leadership Development and Innovation Inside.” Chap. 8 In [Shaping Entrepreneurial Mindsets: Innovation and Entrepreneurship in Leadership Development](#), edited by Jordi Canals. 139-157. IESE Business Collection: Palgrave Macmillan, England, September 2015.

[“Semiglobalization and Strategy for a Post-Crisis World.”](#) In *The Multiple Faces of Globalization*, BBVA, Madrid, November 2009.

“Mapping the Business Landscape” (with David Collis). In [The Portable MBA in Strategy, 2<sup>nd</sup> edition](#), edited by Liam Fahey and Robert Randall. 171–188. John Wiley & Sons, November 2000.

“Industry Analysis: Understanding Industry Structure and Dynamics” (with David Collis). In *The Portable MBA in Strategy*, edited by Liam Fahey and Robert Randall. 171 – 194. John Wiley & Sons, 1994.

## **Other Media**

“The CAGE Comparator.” online analytical tool available at [www.ghemawat.com/cage](http://www.ghemawat.com/cage), 2010.

## **PUBLIC POLICYMAKERS**

“[DHL Global Connectedness Index 2016](#): The State of Globalization in an Age of Ambiguity” (Steven A. Altman). (November 2016)

“[DHL Global Connectedness Index 2014](#): Analyzing Global Flows and Their Power to Increase Prosperity” (Steven A. Altman). (October 2014).

“[Depth Index of Globalization 2013](#): And the Big Shift to Emerging Economies” (with Steven A. Altman). (November 2013).

“[Spanish Internationalization: Trade Problems and Prospects](#)” (with Tamara de la Mata). *Economía Industrial*, no. 387 (March 2013): 109–118.

“[Strategies for Global Connectedness](#)” (with Steven A. Altman). *strategy+business*, no. 70 (Spring 2013).

“[DHL Global Connectedness Index 2012](#)” (with Steven A. Altman). Available at: [http://www.dhl.com/content/dam/flash/g0/gci\\_2012/download/dhl\\_gci\\_2012\\_complete\\_study.pdf](http://www.dhl.com/content/dam/flash/g0/gci_2012/download/dhl_gci_2012_complete_study.pdf).

“[DHL Global Connectedness Index 2011](#)” (with Steven A. Altman). Available at: [http://www.dp-dhl.com/content/dam/presse/specials/gci/dhl\\_gci\\_chapter2.pdf](http://www.dp-dhl.com/content/dam/presse/specials/gci/dhl_gci_chapter2.pdf).

[World 3.0: Global Prosperity and How to Achieve It](#). Boston, MA: Harvard Business Press, May 2011.

## **BUSINESS EDUCATORS**

### **Books**

[Cases about Redefining Global Strategy](#) (with Jordan Siegel). Boston, MA: Harvard Business Press, 2011.

[Strategy and the Business Landscape, 3<sup>rd</sup> edition](#). Upper Saddle River, NJ: Prentice Hall, 2009.

[Strategy and the Business Landscape, 2<sup>nd</sup> edition](#). Upper Saddle River, NJ: Prentice Hall, 2005.

[Strategy and the Business Landscape: Core Concepts](#). Upper Saddle River, NJ: Prentice Hall, 2001.

*Instructor’s Manual to Accompany Strategy and the Business Landscape*. Upper Saddle River, NJ: Prentice Hall, 1999.

[Strategy and the Business Landscape](#). Reading, MA: Addison-Wesley, 1999.

### **Book Chapters and Articles**

[“What Business Schools Don’t Get About MOOCs.”](#) *Harvard Business Review* (2014). Published electronically August 11, 2014.

“The ABCDs of Leadership 3.0.” In [Leadership Development for a Global World: The Role of Companies and Business School](#), edited by Jordi Canals. 62–90. Hampshire: Palgrave Macmillan, 2012.

“Responses to Forces of Change: A Focus on Curricular Content.” Chapter 4 in AACSB International Report, [“Globalization of Management Education: Changing International Structures, Adaptive Strategies, and the Impact on Institutions.”](#) 105–156. Emerald Group Publishing Limited, 2011.

“Bridging the Globalization Gap at Top Business Schools: Curricular Challenges and a Response.” In [The Future of Leadership Development](#), edited by Jordi Canals. 177–217. Hampshire: Palgrave Macmillan, 2011.

[“The Globalization of Business Education: Through the Lens of Semiglobalisation.”](#) *Journal of Management Development* 27, no. 4 (2008): 391–414.

### **Teaching Cases and Notes (in alphabetical order)**

[“Adolph Coors in the Brewing Industry,”](#) HBS Case 388-014.

[“Adolph Coors in the Brewing Industry: Teaching Note,”](#) HBS TN 388-018.

“Alcoa and Alcan in 1983,” HBS Case 388-062.

[“AmorePacific: From Local to Global Beauty,”](#) HBS Case 706-411.

[“AmorePacific: From Local to Global Beauty: Teaching Note”](#) (with Steven A. Altman), HBS TN 711-474.

[“Arcelik Home Appliances: International Expansion Strategy”](#) (with Catherine Thomas), HBS Case 705-477.

[“Arcor: Global Strategy and Local Turbulence”](#) (with Michael Rukstad), HBS Case 704-427.

[“Arcor: Global Strategy and Local Turbulence: Teaching Note”](#) (with Steven A. Altman), HBS TN 711-480.

[“Ballarpur Industries,”](#) HBS Case 798-067.

[“British Satellite Broadcasting versus Sky Television,”](#) HBS Case 794-031.

[“British Satellite Broadcasting versus Sky Television: Teaching Note,”](#) HBS TN 799-078.

“Building CEMEX: The Company in 2000” (with Alejandro Ruelas-Gossi), IESE case.

[“Cia. Bozano, Simonsen of Brazil: Partnering in Privatization,”](#) HBS Case 799-037.

"Coevolution of Auto Supply Chains: The U.S. and Japan" (with Rajiv Shukla), HBS Note 700-062.

["Competition and Business Strategy in Historical Perspective,"](#) HBS Case 798-010.

["Cooperating to Compete: EGS of Turkey"](#) (with Fritz Foley), HBS Case 799-024.

["Creating Competitive Advantage"](#) (with Jan W. Rivkin), HBS Note 798-062.

["De Beers at the Millennium"](#) (with Sonia Marciano), HBS Case 706-518.

["De Beers Consolidated Mines Ltd. \(A\),"](#) HBS Case 391-076.

["De Beers Consolidated Mines Ltd. \(B\),"](#) HBS Case 702-434.

["De Beers Consolidated Mines Ltd.: Teaching Note,"](#) HBS TN 799-079.

["Disposable Diaper Industry in 1974, Master Diskette"](#) (with Michael E. Porter), HBS Case Spreadsheet 388-504.

["Disposable Diaper Industry in 1984"](#) (with Stephen P. Bradley), HBS Case 794-130.

["Du Pont's Titanium Dioxide Business \(A\),"](#) HBS Case 390-112.

["Du Pont's Titanium Dioxide Business \(B\),"](#) HBS Supplement 390-114.

["Du Pont's Titanium Dioxide Business \(C\),"](#) HBS Supplement 390-115.

["Du Pont's Titanium Dioxide Business \(D\),"](#) HBS Supplement 390-116.

["Du Pont's Titanium Dioxide Business \(E\),"](#) HBS Supplement 390-117.

["Du Pont's Titanium Dioxide Business \(F\),"](#) HBS Supplement 797-078.

"Du Pont in Titanium Dioxide: Teaching Note," HBS TN 387-129.

["Economic Evidence on the Globalization of Markets,"](#) HBS Case 701-015.

["Egon Zehnder International: Managing Professionals in an Executive Search Firm,"](#) HBS Case 700-133.

["Embraer: The Global Leader in Regional Jets"](#) (with Gustavo A. Herrero and Luiz Felipe Monteiro), HBS Case 701-006.

["Embraer: The Global Leader in Regional Jets: Teaching Note"](#) (with Steven A. Altman), HBS TN 711-478.

["Ericsson in China: Mobile Leadership"](#) (with Long Nanyao and Gregg Friedman), HBS Case 700-012.

["Ericsson in China: Mobile Leadership Teaching Note,"](#) HBS TN 700-137.

["Ethyl Corp. in 1979"](#) (with Michael Whinston), HBS Case 388-075.

[“Ethyl Corp. in 1979: Teaching Note,”](#) HBS TN 390-164.

[“Fox Broadcasting Co.,”](#) HBS Case 387-096.

[“Fox Broadcasting Co., Teaching Note,”](#) HBS TN 387-153.

“GE and the Light Bulb Industry: An Historical Perspective,” HBS Case 700-008.

[“Gillette’s Launch of Sensor”](#) (with Benjamin C. Esty), HBS Case 792-028.

[“Globalization of CEMEX”](#) (with Jamie Matthews), HBS Case 701-017.

“Globalization of CEMEX: Teaching Note,” HBS TN 907-410.

[“Grolsch: Growing Globally”](#) (with Jordan Mitchell), HBS Case PG0001.

[“Grolsch: Growing Globally: Teaching Note”](#) (with Steven A. Altman).

“Haier’s Global Strategy in 2016.” 2016

[“Haier’s U.S. Refrigerator Strategy 2005”](#) (with Thomas M. Hout), HBS Case 705-475.

[“Haier’s U.S. Refrigerator Strategy 2005: Teaching Note”](#) (with Steven A. Altman), HBS TN 711-473.

[“Indian Software Industry in 2002,”](#) HBS Note 700-036.

[“Indian IT Services Industry in 2007”](#) (with Steven A. Altman), HBS Case PG0003.

[“Indian IT Services Industry in 2007: Teaching Note”](#) (with Steven A. Altman).

[“InteCom,”](#) HBS Case 386-053.

[“InteCom: Teaching Note,”](#) HBS TN 386-109.

“International Competitiveness: Turkey and Its Garment Industry” (with Bret Baird), HBS Case 799-033.

[“Leadership Online: Barnes & Noble vs. Amazon.com \(A\)”](#) (with Bret Baird), HBS Case 798-063.

[“Leadership Online: Barnes & Noble vs. Amazon.com \(A\): Teaching Note,”](#) HBS TN 798-119.

[“Leadership Online \(B\): Barnes & Noble vs. Amazon.com in 2005,”](#) HBS Case 705-492.

[“Leadership Online \(B\): Barnes & Noble vs. Amazon.com in 2005: Teaching Note,”](#) HBS TN 705-493.

[“Linux in 2004”](#) (with Brian Subirana), HBS Case 705-407.

“The Major Home Appliance Industry: A Global Perspective,” HBS Note 700-048.

[“Major Home Appliance Industry in 1984: Teaching Note,”](#) HBS TN 387-158.

[“Microsoft—1995: Teaching Note,”](#) HBS TN 799-133.

[“Mittal Steel in 2006: Changing the Global Steel Game”](#) (with Ravi Madhavan), HBS Case PG0002.

[“Mittal Steel in 2006: Changing the Global Steel Game: Teaching Note”](#) (with Steven A. Altman).

[“Note on Privatization in Brazil,”](#) HBS Note 799-025.

[“Nucor at a Crossroads,”](#) HBS Case 793-039.

[“Nucor at a Crossroads: Teaching Note,”](#) HBS TN 795-021.

[“Nucor: Ken Iverson, November 29, 1990, Video,”](#) HBS Video Supplement 792-501.

[“Pepsi: The Indian Challenge,”](#) HBS Case 793-060.

[“Philips Medical System in 2005,”](#) HBS Case 706-488.

[“Philips Medical System in 2005: Teaching Note”](#) (with Steven A. Altman), HBS TN 711-479.

[“Power Across Latin America: Endesa de Chile”](#) (with Patricio del Sol), HBS Case 799-015.

[“Power Across Latin America: Endesa de Chile: Teaching Note”](#) (with Steven A. Altman), HBS TN 711-475.

[“Repositioning Ranbaxy,”](#) HBS Case 796-181.

“Retail Financial Services Industry in 1984,” HBP Case 384-246.

“Retail Financial Services Industry in 1984: Teaching Note,” HBP TN 387-128.

[“Revitalizing Philips \(A\)”](#) (with Pedro Nueno), HBS Case 703-501.

[“Revitalizing Philips \(B\),”](#) HBS Case 703-502.

Samsung: Corporate Cosmopolitanism in Korea, 2015.

[“Santander’s Acquisition of Abbey: Banking across Borders”](#) (with Eduardo Ballarin and Jose Manuel Campa), HBS Case 707-485.

[“Santander’s Acquisition of Abbey: Banking across Borders: Teaching Note”](#) (with Steven A. Altman), HBS TN 711-471.

[“Sears, Roebuck and Co.: The Merchandise Group,”](#) HBS Case 794-039.

[“Southern Company’s Investment in CEMIG”](#) (with Raymond Hill and L.G. Thomas), HBS Case 707-512.

[“STAR TV in 1993,”](#) HBS Case 701-012.

[“STAR TV in 2000,”](#) HBS Case 706-418.

[“STAR TV: Teaching Note”](#) (with Steven A. Altman), HBS TN 711-476.

[“Sustaining Superior Performance: Commitments and Capabilities”](#) (with Gary P. Pisano), HBS Case 798-008.

“The Telecom Industry Worldwide at the Millennium,” HBS Note 700-067.

“Telefónica Group” (with Joan E. Ricart), HBS Case 702-403.

[“Tricon Restaurants International: Globalization Reexamined”](#) (with Tarun Khanna), HBS Case 700-030.

[“Tricon Restaurants International: Globalization Reexamined: Teaching Note”](#) (with Steven A. Altman), HBS TN 711-472.

[“U.S. Airline Industry—1978-88 \(A\),”](#) HBS Case 390-025.

[“U.S. Airline Industry—1978-88 \(B\),”](#) HBS Case 390-026.

[“U.S. Airline Industry—1978-88 \(A\) and \(B\): Teaching Note,”](#) HBS TN 390-169.

[“USA Today Decision: Making Headlines Across the Nation \(A\),”](#) HBS Case 792-030.

[“USA Today Decision: Making Headlines Across the Nation \(B\),”](#) HBS Case 792-031.

“USA Today Decision: Making Headlines Across the Nation Note,” HBS Note 707-765.

“USA Today Decision: Jimmy Thomas, Video,” HBS Case Video 792-516.

[“Wal-Mart Stores’ Discount Operations,”](#) HBS Case 387-018.

[“Wal-Mart Stores’ Discount Operations: Teaching Note,”](#) HBS TN 387-127.

[“Wal-Mart Stores, Inc.”](#) (with Stephen P Bradley), HBS Case 794-024.

“Wal-Mart’s International Expansion” (with Ken Mark), HBS Case 705-486.

[“Wal-Mart in 1999,”](#) HBS Case 799-118.

[“Wal-Mart Stores in 2003”](#) (with Stephen P. Bradley and Ken Mark), HBS Case 704-430.

“Wal-Mart Stores in 2003 (Abridged),” HBS Case 705-443.

[“WPP and the Globalization of Marketing Services”](#) (with Steven A. Altman and Robert Strauss), IESE Case SM-1600-E.

“Xerox Corp. in 1973,” HBS Case 387-092.

“Xerox Corp. in 1973: Teaching Note,” HBS TN 387-155.



[“ZARA: Fast Fashion”](#) (with Jose Luis Nueno), HBS Case 703-497.

[“ZARA: Fast Fashion Teaching Note,”](#) HBS TN 703-496.

“ZARA: Fast Fashion” (with Jose Luis Nueno), [HBS Multimedia/Video Case](#) 703-416.

[“ZARA: Fast Fashion Teaching Note for Multimedia Case,”](#) HBS TN 703-498.

[“ZARA: Fast Fashion Video,”](#) HBS Video Supplement 703-900.

### **Other Media**

Stern School of Business/New York University Signature Course: Development of a “hybrid” online/face-to-face course on globalization of business to be taught across NYU’s portals. First edition January 2017.

MOOC Course, “Globalization of Business Enterprise (GLOBE).” On Coursera, February/March 2014, at <https://www.coursera.org/learn/global-business>. Second edition on February/March 2015. Third edition October 2016.

“Globalization of Business Enterprise (GLOBE) Teaching Materials.” Distributed on CD-ROM by AACSB International and also made available at <http://www.ghemawat.com/globecourse> and [AACSB website](#).

“Sustaining Competitive Advantage.” Faculty Seminar Series on CD-ROM. Boston, MA: Harvard Business School Publishing, 2005.

“Getting Global Strategy Right.” Faculty Lecture on CD-ROM. Boston, MA: Harvard Business School Publishing, 2003. CD-rom.

[“Competitive Strategy, Business Fundamentals Series”](#) (with Sayan Chatterjee, Kenneth Cortis, Gary P. Pisano, Michael E. Porter, Jan W. Rivkin). Case Collection, Boston, MA: Harvard Business School Publishing, 2002.

### **SELECTED WORK IN PROGRESS**

*The Columbus Effect*, book on competition between “insurgents” from emerging economies and “incumbents” from advanced economies; based in part on recent China research.

“Globalization and Gravity” (with Tamara de la Mata) unpublished working paper, IESE Business School; under review.

“Country Size and Export Breadth” (with Morten Olsen), work in progress.

## **SELECTED RECENT PRESENTATIONS<sup>2</sup>**

2017, "Laws of Globalization," L2/NYU Stern Digital Leadership Academy, Paris (January)

2017, "The Laws of Globalization and R&D" and "The Challenges of Capturing Value from Innovation in a Globalizing world," Global R&D Network 2017, Denmark, (January)

2016, "The Future of Globalization and Financial Markets," Nomura Investment Forum 2016, CEO Forum, Tokio (December)

2016, DHL 2016 Report Launch, Mumbai (November)

2016, "Geopolitical and Economic Risk," Panelist at IESE Global Alumni Reunion, Barcelona (November)

2016, "The Laws of Globalization," Book Launch NYU Stern, New York (October)

2016, PRISM Annual Conference, New York (October)

2016, "Globalization from a European Perspective," Keynote at 2016 EFMD Higher Education Research Conference, Barcelona (October)

2016, "The Emerging Markets Conference," Center for the Globalization of Education and Management NYU Stern, New York (September)

2016, "The World after Brexit—and U.S. Commercial Strategy," Sessions at U.S. Department of Commerce's new Commercial Diplomacy Institute, Washington (July)

2016, "The Laws of Globalization," L2/NYU Stern Digital Leadership Academy, New York (July)

2016, "Globalization and Global Problem Solving," Plenary Session The role of business and the future of our world at 19th International Symposium on Ethics, Business and Society, IESE Business School, Barcelona (July)

2016, "Brexit Townhall" at AIB 2016 Annual Meeting, New Orleans (June)

2016, "The Future of Globalization and the Multinational Corporation," Panel at AIB 2016 Annual Meeting, New Orleans (June)

2016, "Globalization 2.0: The Laws of Globalization and business Implications," Keynote at World Trade Symposium 2016 Connecting Markets and People, London (June).

2016, "The Global Careers Conference" at IESE Business School, Barcelona (April).

2016, "The Laws of Globalization," Opening keynote at the 43rd AIB UK Ireland Conference, London (April).

---

<sup>2</sup> Since 2011.

2016, “Globalization and Cities—Where do we Go from Here?” Opening keynote at the Ninth Global Infrastructure Leadership Forum, Washington, DC (March).

2016, “Emerging Upheaval?” Keynote, Global Strategy and Emerging Markets (GSEM) Conference & International Business Institute, University of Miami, Miami (January).

2015, “CGE-CGEM Research Project: Using Speed and Scale to Create and Protect Value in the Global Economy,” The Center for Global Enterprise Summit, Sanya, (December).

2015, “Global Cities: A New Approach—and Applications,” Keynote, Smart City Expo World Congress, Barcelona (December).

2015, “Strategy Frameworks, Good and Bad,” Thinkers50, London (November).

2015, “Macro and Micro Globalization: The World, Poland, and the Laws of Globalization,” ICAN Institute HBR Poland, Warsaw (October).

2015, “Globalization and Professional Services,” Deloitte, New York (October).

2015, “How Global is your C-Suite?” IESE Business School, Singapore (September).

2015, “Globalization Trends Shaping the World of Work in Asia: Current and Future Scenarios,” Keynote, Singapore Human Capital Summit (September).

2015, Globalization workshop for AT&T, Dallas (September).

2015, “Supply Chain Insights,” Keynote, LLC, Arizona (September).

2015, “Growth Crossings: Innovating Supply Chains,” Keynote discussion, Economist, Singapore (July).

2015, “Accelerating Strategy in the Global World,” Keynote, Sonae Annual Meeting, Lisbon (July).

2015, “The Profile of Business Leaders In 2025,” Panel Discussion, IESE & Harvard Business School, Barcelona (June).

2015, “Globalizing Montenegro,” Opening Keynote, Spark.me, Montenegro (June).

2015 - PRISM Conference – Business Strategy Interfaces and Frontiers – New York, (May 15th and 16th).

2015, “Globalization and Its Impact on Our Institutions and Our Work as Academics. Perspectives and Debate,” Lisbon—Videoconference from NY (May).

2015, Commerce Department, Washington, DC (May).

2015, “Globalizing MBA Education: What Asia Can Offer To the World,” Keynote, Asian Management Conclave 2015, Shanghai (March).

2015, “How to Create New Growth Business,” 2015 Thomson Reuters Asia Pacific Legal Executive Briefing, Shanghai (March).

2015, "Global Trends in Cities and Lessons for the Barcelona Metropolitan Area," IESE Business School, Barcelona (February).

2015, "World 3.0," Institut Català de les Empreses Culturals, Generalitat de Catalunya, Barcelona (January).

2014, "Global Strategy. How to Globalize Successfully in World 3.0," CEO Forum, LOTTE Academy, Seoul (December).

2014, "Barcelona Is a Global City," Barcelona Global Seminar, Barcelona (November).

2014, "Developing Norway," ECONA 75th Anniversary Conference, Oslo (November).

2014, "Natives versus Non-natives on Top," CRF Corporate Research Forum, London (November).

2014, "Management and Market Failures," Are Managers at the Mercy of External Forces? 2014 Global Peter Drucker Forum, Vienna (November).

2014, "Redefining Global Strategy," Global Matters, Carlson School of Management at the University of Minnesota (November).

2014, "Center for the Globalization of Education & Management," Launch event, NYU Stern Business School (November).

2014, "DHL Global Connectedness Index 2014," Launch event, NYU Stern Business School (November).

2014, "Globalization and Gravity," Research Seminar, Rutgers Business School, Newark (October).

2014, The Aspen Institute Business Education Symposium, Plenary, New York (October).

2014, "Supporting 21st Century Competencies," Business Education Jam: Envisioning the Future, Boston University School of Management, Online session (October).

2014, "The Netherlands in Europe 3.0," WRR Netherlands Scientific Council for Government Policy, The Hague (September).

2014, MBA Launch at IESE Business School, Barcelona (September).

2014, "Portugal in Europe 3.0," Emerging Out of the Global Crisis—What Strategy for Europe and Portugal? Forum, Católica Lisbon School of Business & Economics, Universidade Católica Portuguesa (September).

2014, Second Hola Conference Barcelona, Barcelona Global (September).

2014, Panel "Global Education Plus Technology = ?" Beyond the Year of the MOOC: Beginning a Conversation about Technology-Enhanced Education at NYU, New York University (September).

2014, "Growing Globalization: Seven Do's and Don'ts," Global Markets Global Meeting, International Trade Administration, the US & Foreign Commercial Service and Market Access & Compliance, Washington (September).

2014, "Globalizing Indian Business Education," Indian Management Conclave, MBA Universe Keynote, Videoconference from Barcelona (August).

2014, "Emerging Economies: Some Macro Data and Micro Speculations," The Creating Emerging Markets Oral History, Harvard Business School, Boston (June).

2014, "2014 Siemens AG/Global DX CEO Forum," Siemens 2014 Global CEO Forum, Keynote, Vienna (June).

2014, "Research on GIEs: An Example and Some Possibilities," Center for Global Enterprise, International Academy of Management, IESE Business School, New York (May).

2014, "World 3.0," Sustainability Summit 2014, World50, New York (May).

2014, "The Netherlands in Europe 3.0," WRR Lecture, The Hague (April).

2014, "Innovation, Globalization, and Leadership Development," Keynote, IESE Global Leadership Conference, Barcelona, Spain (April).

2013, "Semiglobalization and the Law of Distance," Plenary on the 10<sup>th</sup> anniversary of the publication of "Semiglobalization and International Strategy," European International Business Academy, Bremen (December).

2013, "The Future of the Enterprise—What Tomorrow Looks Like," Panel at Thinkers50, London (November).

2013, "Globalization Inside Out," President's Forum, IEDC-Bled School of Management, Slovenia (November).

2013, "The Big Shake-Up?" McKinsey Chief Strategy Officer Conferences, Chicago and London (October/November).

2013, "Globalization and Family Firms," Keynote, Family Business Network, Rio de Janeiro (October).

2013, "The Future of Norway," Keynote, SIKT, Trondheim (September).

2013, "Globalization, Gravity, and Distance," Rotman School, University of Toronto (September).

2013, "Measuring and Bridging Distance," Opening Keynote, Academy of International Business, Istanbul (July).

2013, "Go-to-Market Strategies," Panel at the Fortune Global CEO Forum, Chengdu (June).

2013, "Globalization and Global Problem Solving," Presentation at the U.S. State Department, Washington D.C. (June).

2013, "Globalization Today and Tomorrow," Keynote, Fast Forward Program, IESE Business School, Barcelona (May).

2013, "The Truth Behind Globalisation," The Divisional CEO Retreat 2013, CriticalEye, London (May).

2013, "World 3.0: Towards Convergence?" Singapore Business Leaders Programme 2013, Human Capital Leadership Institute, Singapore (May).

2013, "World 3.0 and Hyundai Motor Groupm" Keynote, Hyundai Motor Group University, Seoul (May).

2013, "World 3.0," Herbert Simon Award Lecture, Rajk László College for Advanced Studies, Budapest (March).

2013, "How Global Are We (and Why does it Matter)?" Exploring the Dynamics of Knowledge to Shape Societies: Using the Future Transformative Policies, UNESCO Future Forum, Paris (February).

2013, "Making Things Happen—The Future of Business Education," Plenary, EFMD European Foundation for Management Development, Deans and Directors Conference, Istanbul (January).

2012, "World 3.0: Rethinking Globalization," The Marchant Lecture, D66, Amsterdam (December).

2012, "Global Leadership Development Challenges," Keynote, ICDR The International Consortium for Executive Development Research, Barcelona (November).

2012, "Com puc millorar la competitivitat de la meva empresa?" AED Associació Espanyola de Directius, Girona (November).

2012, "DHL Global Connectedness Index," Frankfurt (November).

2012, "Charting Connectedness across Borders, Leveraging Global Business Opportunities" IESE Global Alumni Reunion, Sao Paulo (October).

2012, "World 3.0: Global Prosperity and How to Achieve It," CFA Institute (Chartered Financial Analyst), European Summit, Prague (October).

2012, "Globalization & Strategy," Dallah Al Baraka, Barcelona (September).

2012, "Global Forecast: Is the World Slowing Down?" Keynote, Economist Growth Markets Summit, London (September).

2012, "The Law of Distance—Logics of Competition in the Global Economy: Informal and Formal Sources of Competitive Advantage," "Globalizing Firms—Thinking about the Multinational: Countries, Costs, and Capabilities," and "Ecology of Global Innovation: Informal Entrepreneurship, Shortage of Talent, China Vs. India." Three panels at the Academy of Management, Boston, MA (August).

2012, "Showcase Panel on Global Organization and Reconfiguration of Value Creation and Work," Academy of International Business, Washington D.C. (July).

2012, "Globalization and Globaloney," TED Global 2012, Edinburgh (June).

2012, "How Connected Are We?" Globalization: key driver for Technology Industry, DHL Global Technology Conference," Berlin (June).

2012, Inaugural Finn Oien Lecture, BI Business School, Oslo (June).

2012, "World 3.0 and Spain: Solutions to the Crisis?" IESE Business School, Barcelona (June).

2012, "Denmark as Competitive Nation," Keynote, Denmark United Day, Copenhagen (May).

2012, "Rethinking the MBA," IESE Colloquium: Globalization, IESE Business School (April).

2012, "Estrategia Global," Keynote, Foro Mundial de Negocios, Monterrey (April).

2012, "Globalization Research," Harvard Business School Strategy Group (April).

2012, "The Netherlands in World 3.0," IESE Business School, Amsterdam (March).

2012, "Turkey in World 3.0," Uludag Economic Forum, Turkey (March).

2012, "Creating (More) Value in Agribusiness by TRADING," BUNGE 2012 Senior Management Meeting, Barcelona (March).

2012, "The DHL Global Connectedness Index," European PR Directors Forum, DHL, Bonn (February).

2011, "Country Innovation, How to Grow with Innovation," 2012 Conferencia Anual de Ejecutivos (CADE), Cuzco, Peru (December).

2011, "Competing Globally and Locally," Keynote, Bank Mandiri Economic Forum, Jakarta (December).

2011, "The Philippines in World 3.0," University of Asia and the Pacific, Manila (December).

2011, "Globalizing the UE in World 3.0," Keynote, Congress of the European Liberal Democratic and Reform Parties, Palermo (November).

2011, "Emerging Markets in World 3.0," IESE Global Alumni Reunion, Madrid (November).

2011, "DHL Global Connectedness Index," APEC Summit, 4th Meeting of APEC Business Advisory Council, Hawaii (November).

2011, "The Global World and How Business Schools Need to Address It," "Crossing Theoretical Boundaries," and "Strategies in a Multi-Polar World" (Plenary Panel). Three Panels at the 31<sup>st</sup> Annual SMS (Strategic Management Society), Miami (November).

2011, "India 2020," Plenary Panel, ADASIA 2011, New Delhi, India (November).

2011, "Globalization in World 3.0 and Cisco," Barcelona Cisco Systems studio to be World re-broadcasted (November).

2011, "What Does It Take To Move from an Emerging Market Economy to Developed Economy?"  
Keynote, Mexico Business Summit, Queretaro (October).

2011, "Chile in World 3.0," Santiago de Chile (October).

2011, "Un Mundo 3.0: Enfrentado a los Retos Globales," Universidad Sergio Arboleda, Colombia  
(October).

2011, "Mexico in World 3.0," CEMEX, Monterrey, Mexico (October).

2011, "Mexico in World 3.0," YPO, Guadalajara, Mexico (October).

2011, "The Way to Leverage Competitive Edge in Global Business," NTT DOCOMO's U.S. Advisory Board  
meeting, Washington (October).

2011, "New Thinking on Transformation and Growth: Growth Strategies in the New Environment," The  
China CEO Forum, Beijing, China (September).

2011, "China in World 3.0," China Europe International Business School (CEIBS), Shanghai (September).

2011, "Japan in World 3.0," IESE Business School and Embassy of Spain, Tokyo (September).

2011, "World 3.0," Bruegel and IESE Business School, Belgium (September).

2011, "World 3.0," General Electric Annual CEOs Meeting, Crotonville, New York, United States (August).

2011, "Singapore in World 3.0," NUS Business School, National University of Singapore, Singapore  
(August).

2011, "Differences in Ownership and Governance around the World," Keynote, Center for Governance,  
Institution and Organization (CGIO), Academic Conference, NUS Business School, Singapore (August).

2011, "World 3.0," Tata Consultancy Services, Mumbai, India (August).

2011, "Germany in World 3.0," Roland Berger Strategy Consultants GmbH and IESE Business School,  
Munich (June).

2011, "Austria in World 3.0," ICEP Institut zur Cooperation bei Entwicklungs-Projekten and IESE Business  
School, Vienna (June).

2011, "Global Strategies in Luxury," Richemont Global Management Conference, Puglia, Italy (June).

2011, "France in World 3.0," IESE Business School and AREVA, Paris (June).

2011, "World 3.0," IESE Business School and Stern School of Business, New York (May).

2011, "World 3.0: Global Prosperity and How To Achieve It," Royal Over-Seas League and IESE Business  
School, London (May).



2011, "The Globalization of Business Education: What International Managers Need To Learn," Rethinking the MBA, Barcelona (April).

2011, "The Globalization of Business Enterprise," Redesigning the MBA Symposium International, AACSB, Tampa (March).

2011, "Organizing for the New Geography of Innovation," SAP CEO, Paris (March).

2011, "Catalonia in World 3.0," Femcat, Barcelona (February).

2011, "Portugal in World 3.0" AESE Escola de Direcção e Negócios, Lisboa, Portugal (January).