

**CURRICULUM VITAE**  
**Martin J. Gannon**  
Professor

**College of Business Administration**  
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**EDUCATION**

- 1963-1967 Graduate School of Business, Columbia University, New York.  
Ph.D. in Industrial Relations and Management.  
Title of dissertation: Productivity and Employee  
Turnover in a Branch-Banking System
- 1961-1963 Department of Sociology, Graduate Division, University of Pittsburgh.
- 1957-1961 University of Scranton, Scranton, Pennsylvania. B.A. in Sociology and  
Philosophy, magna cum laude.

**EXPERIENCE IN HIGHER EDUCATION**

- 1968-2003 Professor of Management, Smith School of Business, University of Maryland  
at College Park. Promoted to tenured Associate Professor, 1971, and to  
Professor, 1974. Became Professor Emeritus in July of 2003.
- 2003-present Professor of International Management and Strategy, College of Business  
Administration, California State University San Marcos. Teach three courses:  
Managing in Different Cultures; Cross-cultural Negotiations; and Strategic  
Management in a Global World.
- 1998-2003 Professor of Management and Director, Center for Global Business, Robert H.  
Smith School of Business, University of Maryland at College Park. As  
Director of the Center for Global Business, Mr. Gannon initiated and/or  
managed five to six 3-credit MBA International Study Trips and two to three  
Undergraduate Trips per year; semester exchange programs with several  
business schools; an Embassy Supper Seminar Series; a Global Executive  
Speakers Series; a week-long MBA Experiential Module, Washington Week:  
Domestic and International Perspectives; a joint program with the Paul H.

Nitze School of Advanced International Studies, Johns Hopkins University, which allows Maryland students to attend its courses, and vice versa; a partnership with a non-profit research company, the Asian Technology Information Program; a Fulbright-Smith Seminar Series; and placement of Maryland students in the MBA Enterprise Corps Program. In his role as Center Director, he was also instrumental in creating the nine-school Global Technology and Business Consortium, a research-based Consortium including schools of technology and business and companies that emphasizes the link between technology and business. Further, Professor Gannon was very involved in the creation of the new EMBA Program at the Smith School as well as the joint EMBA Program involving the Smith School and the University of International Business, Beijing, China.

For the past several years teaching interests at Maryland focused on the required MBA course, Management and Organizational Behavior; an elective MBA/Ph.D. course, Organizational Behavior: A Multi-Cultural Perspective; a required doctoral-level course, Comparative Theories of Organization; a required junior-level undergraduate course, Management; an elective senior-level undergraduate course, Organizational Behavior; the required undergraduate course in Business Policy/Strategy; a two-day Experiential Module on cross-cultural behavior required of all MBA students; and the basic seminar for students in the College Park Scholars Program, Business, Society, and the Economy.

- 1998-2008 Principal External Consultant to GEICO Insurance on the design and delivery of its week-long Senior Management Seminar. As the only non-GEICO person involved in this Seminar, Professor Gannon worked with the top management team and also taught in the Seminar.
- 1997-2003 University of Maryland Academic Director, IMPACT Certificate Program (International Management and Compliance Training), Northrop-Grumman Corporation, Baltimore, Maryland. This was a joint Program with the University of Baltimore. Professor Gannon and Professor Christine Nielsen of the University of Baltimore worked with company executives developing and refining courses in this 11-course International Certificate Program.
- 1998-2001 Founding Director of the College Park Scholars Program in Business, Society, and the Economy (a two-year undergraduate living-learning community created jointly by the Smith School of Business and the Economics Department). He was responsible for developing a distinctive sequence of five courses in business and economics related specifically to societal issues and concerns.
- 1977-78/79-81 Professor and Chairperson, Faculty of Management and Organization, The Maryland Business School, University of Maryland at College Park, College Park, Md. Responsible for coordinating the activities of ten professors, five instructors, and five graduate assistants.

- 1978-79            Acting Associate Dean for Academic Affairs, College of Business and Management, University of Maryland. Primarily responsible for the internal academic administration of the College, which included approximately 5500 students and 90 equivalent full-time faculty members. Principal architect of the College's reorganization plan. Heavily involved in the College's missions and goals statement, its five-year plan, and its student limitation plan.
- 1966-1967        October through January: Research Assistant to Professor Nelson Smith, Graduate School of Business, Columbia University. Research was associated with the design of the course "Institutions of Mixed Economies."
- 1966              February through May: Assistant to Professor Nelson Smith. See above.
- 1966              Assistant to the Director, Advanced Executive Training Programs, Graduate School of Business, Arden House Campus, Harriman, New York. Arranged classes, programs, etc.
- 1965              Feb. through May: Assistant to Professor Clarence C. Walton, School of Business, Columbia University. Undertook background research for a book entitled Corporate Social Responsibilities (Wadsworth, 1969).
- 1964              July and August: Assistant to the Director, Advanced Executive Programs, Columbia University. See above.
- 1962              April through July: Research Assistant in Sociology, Graduate School of Public Health, University of Pittsburgh. Theory construction, questionnaire design, and interviewing: Study of attitudes toward doctors in a small town outside of Pittsburgh before the introduction of a group-practice clinic.

### **OTHER WORK EXPERIENCE IN THE UNITED STATES**

- 1970-present     Periodic reviews of book proposals for Prentice- Hall, the Bureau of National Affairs, Little, Brown and Co., Richard D. Irwin, Inc., Dickenson Publishing Co., Allyn and Bacon, Science Research Associates, Scott Foresman and Co., W.B. Saunders and Co., Holbrook Press, Academic Press, Houghton Mifflin, and other publishers.
- 1968-present     Periodic lectures and managerial training sessions for the Maryland Government Executive Institute, Unilever (England), the U.S. Office of Personnel Management, U.S. Treasury Department, the Adult Education Center of the University of Maryland, the Western Md. Railroad, International Temporaries (Madrid, Spain), the American Society of Association Executives, Mars, Inc., and other organizations.

- 1997 Consultant, Interactive Media, Inc. Developed a course in management for the U.S. Department of Defense.
- 1988 Consultant on organizational design, Tempest Technology, Herndon, Virginia.
- 1988 Consultant on strategic planning, Local 12 (U.S. Department of Labor), American Federation of Government Employees.
- 1985 Consultant, United Retail Clerks and Meatcutters Union, Local 400. Focused on organizational change and development, particularly the roles of business agents and shop stewards.
- 1984 Expert Management Consultant on behalf of the defendant in a 65 million dollar lawsuit, the Classic Uniform Corporation vs. Harry D. Steyert et al. (Circuit Court for Howard County, Maryland, Law No. A-11607).
- 1983 Consultant, Monmouth College, NJ. Evaluated its undergraduate and graduate (MBA) business programs.
- 1980-1981 Consultant, U.S. General Accounting Office (GAO). Served as a consultant to an auditing team evaluating the organizational design of the headquarters-field network of the U.S. Department of Energy. The resulting GAO report was selected as a finalist in the competition for the most innovative audit report, Energy and Minerals Division, GAO. Approximately 200 reports were involved in this competition.
- 1980 Consultant, National Resources, Inc., Rockville, Maryland. Completed a study of managerial abilities, personality traits, and motivation of job placement specialists in this job placement firm for mid-level managers.
- 1980 Consultant, U.S. Office of Personnel Management (OPM). Developed interview schedules, questionnaire surveys, and other evaluation techniques for assessing the effectiveness of various U.S. Government agencies.
- 1975-1980 Consultant, The Upjohn Co. (Upjohn Health Care Services, Inc.). Responsible for a series of studies focused on the job satisfaction of temporary help employees in the medical industry such as nurses and aides. Also developed a unique personnel selection system.
- 1977-1978 Consultant, Westat, Inc. Involved in a baseline statistical profile of the permanent job placement industry (See Monograph, below).
- 1977 Consultant, Edison Electric Institute. Involved in a study of the social and economic consequences of shift work. (See 1983 article in Personnel Administrator, below).

- 1977 Consultant, U.S. National Commission for Manpower Policy. Author of a background paper on the temporary help industry prepared for a Conference on Labor Market Intermediaries, held in Washington, D.C., November 16-17, 1977. (See publication "An Analysis of the Temporary Help Industry," below.)
- 1976-1977 Consultant, National Science Foundation. Periodic reviews of project proposals and final reports for the program "Research Applied to National Needs."
- 1971-1977 Advisor, Bureau of Personnel Management Evaluation, U.S. Civil Service Commission, Washington, D.C. Involved in the evaluation of the effectiveness of government organizations. Activities included: (1) The development of structured interviews and questionnaires; (2) New methodological approaches to the analysis of data in the U.S. Civil Service questionnaire data bank;(3) Specific responsibility for analyzing the organizational and personnel problems of the United States Weather Service and the National Credit Union Administration; (4) Specific responsibility for developing the questionnaire used to monitor EEO problems in the federal government; (5) Special study of the factors inhibiting productivity in the Federal Government; (6) Special study of the training and development of mid-level Federal Government executives; (7) Special study of the characteristics of effective evaluators; and (8) Development of new approaches to the training of evaluators, for example, a questionnaire workshop, feedback techniques, etc.
- 1968-1969 Consultant, Equitable Trust Company, Baltimore, Maryland. Co-directed a study focused on employee turnover and productivity of key-punch operators.
- 1966-1967 Consultant, Chemical Bank of New York City. Directed a study focused on employee turnover and productivity of bank tellers in 125 branch offices.

### **INTERNATIONAL EXPERIENCES**

- 1992-2008 Visiting Professor, University of Kassel, Germany. One week to one month for several summers but not all of them. Taught graduate business classes in general management, human resource management, and cross-cultural behavior.
- 2004 Taught a strategic management course at the School of Business, Wuhan University, China, over two weekends.
- 1988-2003 Involved in a variety of international activities at the University of Maryland, including Chairperson, Campus International Affairs Committee (1999-2002); member, Faculty Advisory Committee to CIBER (Center For International

Business, Education, and Research), 1990-1996; advisor, the Organization of Foreign Business Students (1997-2000); and creating and teaching experiential learning modules in cross-cultural behavior at both the undergraduate and MBA levels.

- 1997-2003 University of Lodz, Poland. January and November.  
Taught courses in General Management and Human Resource Management in the Executive MBA Program. Also a featured speaker at a meeting of Polish managers. Chaired a session at an International Conference on the Future of Universities.
- 1996-2002 Visiting Professor, University of Tubingen, Germany, June, 1998.  
Co-taught a distinctive MBA course on cross-cultural management and economic policy in the European Union involving both American and German students. Also was the representative of the business school of the University of Maryland at three conferences establishing formal ties between the University of Maryland and Tubingen University.
- 1996 Management training in human resource management for the Strategic Management Expertise Group, Malaysia. Two weeks, spring, 1996.  
Training took place in Thailand and Indonesia.
- 1996 Visiting Professor, London Business School. March.  
Presented faculty seminars and engaged in joint research.
- 1996 Visiting Professor, University College - Dublin. April.  
Taught graduate classes in business strategy, human resource management, and organizational change and development.
- 1996 & 1998 Visiting Professor, Bocconi University (Italy).  
Taught a senior-level undergraduate class in cross-cultural management and behavior. Presented faculty seminars and engaged in joint research.
- 1988-present Presented seminars on cross-cultural behavior to a number of groups, including the Association of Faculties for the Advancement of Community College Teaching (keynote speaker, 1998), the International Conference of the Eastern Academy of Management (keynote speaker, Hong Kong Conference, 1989), University of North Carolina (keynote speaker, 1997), the Academy of Management, Georgetown University, Chiang Mai University (Thailand), Bangkok University, the American Chamber of Commerce in Bangkok, Prince of Songkla University (Thailand), Universiti Kebangsaan Malaysia, and other organizations.
- 1989 Principal consultant to WPI, Inc. on a "Training of Trainers" Course designed to cover cross-cultural negotiations and joint ventures for Thai trainers. This contract was funded by the U.S. Agency for International Development and

involved extensive interviews in Thailand plus the write-up of the final course.

- 1988 John F. Kennedy Foundation/Fulbright Professor, Thammasat University, Thailand. Summer and Fall. Taught graduate seminars in human resource management, general management, business strategy, and organizational change and development. Helped to write the strategic plan for the proposed International Business Center, Thammasat University.
- 1988 Advisor on revision of the MBA Program, Prince of Songkla University, Thailand, September.
- 1981-1982 Senior Research Fulbright Professor, Center for the Study of Higher Education and Work, Germany. Completed a large-scale survey of Manpower temporary help employees in Germany, Switzerland, and England. Also lectured at Gottingen University.

### **HONORS AND RECOGNITION**

- 2008 Career Contribution Award, GEICO Insurance.
- 2003 International Landmark Award, University of Maryland at College Park, in recognition of his work on cross-cultural and global issues.
- 1980-present Have been profiled in several publications, such as Who's Who in Management Science, Contemporary Authors, etc.
- 1995 Semester Research Award, General Research Board, University of Maryland.
- 1988 John F. Kennedy Foundation/Fulbright Professor, Thammasat University, Bangkok, Thailand.
- 1988 Elected Fellow, Eastern Academy of Management.
- 1970-present Since 1970 Gannon's research and writings on cross-cultural behavior, business strategy, and contingent work has been cited by many academic, professional and general publications. Numerous book reviews of his work have been published.
- 1981-1982 Senior Research Fulbright Fellowship, West Germany
- 1981 Outstanding Faculty Award, MBA Alumni Association, College of Business and Management, University of Maryland, College Park, Maryland.

- 1979 \$1500 award for the outstanding research paper on the temporary help industry, awarded by the National Association of Temporary Services. This paper, "An Analysis of Turnover Among Medical Temporary Help Employees," was also presented in a symposium on work scheduling, 1979 Annual Meeting of the American Psychological Association.
- 1976 Summer Fellowship, Bureau of Business and Economic Research, University of Maryland.
- 1974 Summer Fellowship, General Research Board, University of Maryland.
- 1972 Summer Fellowship, General Research Board, University of Maryland.
- 1971 Summer Faculty Fellowship, Bureau of Personnel Management Evaluation, U.S. Civil Service Commission, Washington, D.C.
- 1963-1965 Columbia University Fellowship.
- 1961-1963 National Defense Graduate Fellowship, Department of Sociology, University of Pittsburgh.
- 1957-1961 Scholastic Scholarship, University of Scranton.
- 1961 Elected to Alpha Sigma Nu, National Jesuit Honor Society.
- 1961 Graduated magna cum laude, University of Scranton. Outstanding student award, behavioral and social sciences.

### **CONTRACTS AND GRANTS**

- 1985-1989 Martin J. Gannon, Curtis M. Grimm and Ken G. Smith were awarded a \$50,000 contract in 1985 by the Small Business Administration to establish a Small Business Development Center at the University of Maryland. This contract was renewed for 1986 and funding was increased by \$15,000. It was renewed at this level of funding in 1987, 1988, and 1989.

### **SERVICE ACTIVITIES, CAL STATE SAN MARCOS**

- 2003-present Periodically speak in seminars for the public and university community.
- 2003-present Periodically bring to campus external speakers for public and university seminars.
- 2003-present Faculty Mentor, Faculty Center. Work with two students each year.

- 2007-08 Chair, Faculty Search Committee, Business Strategy
- 2005-06/07-08 Chair (2005/06) and Member (2007-08), President's Award for Scholarship and Creativity.
- 2003-2008 Member, Promotion and Retention Committee, Management and Marketing Department, College of Business Administration.
- 2003-05 Chair, MBA Committee, College of Business Administration. The major task was the creation of a new MBA Program. Member, Leadership Group.
- 2004-05 Helped to construct a Global Certificate Program sponsored by External Studies and the College of Business Administration.

**MAJOR SELECTED SERVICE ACTIVITIES, UNIVERSITY OF MARYLAND**

- 2001-2003 Member, Campus International Affairs Committee
- 2002 Member, EMBA Task Force, Smith School of Business
- 2002 Member, China EMBA Task Force, Smith School of Business
- 2001 Chairperson, Constitution Committee, Smith School of Business, University of Maryland.
- 1999-2001 Chairperson, Campus International Affairs Committee, University of Maryland.
- 2001 Member, Kirwan Prize in Undergraduate Teaching, University of Maryland.
- 1993-1996 Member, General Steering Committee, Privatization and Real Property Development, University of Maryland.
- 1996-1997 Member, Internal Review Committee, Department of Psychology, University of Maryland.
- 1996-1997 Member, Middle States Accreditation Subcommittee On Promoting Research and Service in the 21st Century, University of Maryland.
- 1996 Member, Committee to Select Award Winners, Campus International Affairs Committee.
- 1994-1996 Chairperson, Task Force to revise the Constitution, College of Business and Management, University of Maryland.

- 1993-1995 Chairperson, Staff Recognition Committee, College of Business and Management, University of Maryland.
- 1990-1996 Diversity Week Committee, University of Maryland.
- 1990-1996 Member, Program Planning Committee, Center for International Business, Education and Research (CIBER), College of Business and Management, University of Maryland.
- 1992 Member, Self-Study Review Committee for Middle States Accreditation, University of Maryland (library and instructional resources).
- 1991-1993 Member, Plan of Organization Review Committee of the Campus Senate, University of Maryland.
- 1968-present Have served on many faculty hiring committees, frequently as Chair.
- 1989-1990 Member, President's Merit Pay Task Force, University of Maryland at College Park.
- 1986-1990 Have served on many of the special Tenure and Review Committees established within the College of Business and Management.
- 1989-1990 Member, Learning Assistance Board, The Counseling Center, University of Maryland at College Park.
- 1988-1989 Member, Evaluation Review Committee, Industrial Relations Program, University of Maryland.
- 1987-1990 Member, Senate Committee Elections, Representation, and Governance, University of Maryland.
- 1988 Member, Graduate Committee, College of Business and Management.
- 1979-1986 Member, Faculty Advisory Committee for the new Industrial Relations Program, Division of Behavioral and Social Sciences. Chairman of Lecture Series for this Program, 1979-1983.
- 1986 Chairman, Search Committee for Associate Dean for Academic Affairs, College of Business and Management.
- 1985-1986 Member, Self-Study Review Committee for Middle States Accreditation, University of Maryland (organizational effectiveness).
- 1986 Member, Evaluation Review Committee, Department of Psychology, University of Maryland.

- 1985 Member, Graduate Committee, College of Business and Management.
- 1985-1986 Member, Task Force on Allocation of Graduate Assistants, College of Business and Management.
- 1983-1986 Member, selection committee, Allan Nash Memorial Award for the outstanding doctoral student, College of Business and Management.
- 1984 Member, Evaluation Review Committee, Department of Counseling and Personnel Services, University of Maryland.
- 1983-1984 Chairman, Selection Committee for the new Chairman of the Sociology Department.
- 1982-1984 Member, Provost's Committee for the Improvement of Undergraduate Education, Division of Behavioral and Social Sciences.
- 1978-1981 Member, Chancellor's Commission on Women's Affairs.
- 1979-1981 Member, Board of Directors, Maryland Summer Institute for the Creative and Performing Arts.
- 1979-1980 Chairman, Carnegie Foundation-University of Maryland Task Force charged with developing a new organizational design for the University of Maryland; recommending specific types of management training for academic administrators; and recommending programs and approaches for motivating faculty.
- 1979-1980 Member, Task Force on developing a system for evaluating the teaching effectiveness of professors in the Division of Behavioral and Social Sciences.
- 1979-1980 Chairman, Subcommittee on the decision making procedures and organizational design of the Psychology Department, Evaluation Review Committee of the Psychology Department.
- 1978-1980 Member, Committee on Academic Standards, The Graduate School.
- 1978 Member, Provost's Executive Advisory Committee, Division of Behavioral and Social Sciences.
- 1975-1977 Member, Provost's Tenure and Promotion Review Committee, Division of Behavioral and Social Sciences.
- 1973-1977 Chairman, Lecture Series, Faculty of Organizational Behavior and Industrial Relations, College of Business and Management.

1973-1975 Member, Committee on Programs, Curricula, and Courses, Division of Behavioral and Social Sciences.

### **PROFESSIONAL ACTIVITIES**

1. Ad hoc reviewer for a variety of journals.
1. Member, Editorial Review Board, Journal of Business Research (1983-1999) and Journal of International Business Education (2001-03).
2. Eastern Academy of Management (Vice President, Membership, 1973; Editor of Proceedings, 1974; Vice President, Program, 1975; President-Elect, 1976; President, 1977; Board of Directors, 1978-1980; Coordinator of Doctoral Consortium, 1985 and 1990; and Chairperson of the Fellows' Selection Committee, 1991).
3. Academy of Management (Nominating Committee and Program Committee of the Personnel/Human Resources Division, 1974; Executive Committee, 1975 and 1976; Program Chairman, 1977; Chairman-Elect, 1978; and Chairman, 1979; Member, Professional Divisions' Review Committee, 1985).
4. Presentation of papers at the Annual Meetings of the Strategic Management Society (1985 through 1989), the Southern Management Association (1987), the Association of Human Resources Management and Organizational Behavior (1985), the Academy of Management (1971, 1972, 1973, 1974, 1975, 1977, 1980, 1982, 1987, 1991, and 1997), Industrial Relations Research Association (1971), International Personnel Management Association (1973), Eastern Academy of Management (1972), Midwest Academy of Management (1970, 1974, and 1980), Northeast Division of the American Institute of Decision Sciences (1974), The Institute of Management Sciences (1971), Financial Management Conference (1973), the Society for Humanistic Management (1972), the American Psychological Association (1979), and the American Institute of Decision Sciences (1984). Co-developed two workshops on video case studies in strategy with Ofer Meilich, Western Academy of Management Conference, 2006, and the Academy of Management Conference, 2008.

### **BOOKS**

1. Martin J. Gannon and Rajnandini Pillai, Understanding Global Cultures: Metaphorical Journeys Through 29 Nations, Clusters of Nations, Continents, and Diversity, 4<sup>th</sup> ed. Thousand Oaks, CA: Sage Publications, scheduled for publication in March of 2009. Martin Gannon completed earlier editions of this book in 1994, 2001, and 2004. An Italian translation of the first edition was published by Baldini & Castoldi in 1997 and a Korean translation of the Second Edition was published by commbooks in 2003.

2. Martin J. Gannon, Paradoxes of Culture and Globalization. Thousand Oaks, CA: Sage Publications, 2008, 262 pages. A Chinese translation is being planned.
3. Martin J. Gannon and Karen Newman, Editors, Handbook of Cross-Cultural Management Oxford, England: Blackwell Publishers, 2002, 509 pages.
4. Martin J. Gannon, Cultural Metaphors: Readings, Research Translations, and Commentary. Thousand Oaks, CA.: Sage Publications, 2001.
5. Martin J. Gannon, Working Across Cultures: Applications and Exercises. Thousand Oaks, CA.: Sage Publications, 2001.
6. Stephen J. Carroll, Jr. and Martin J. Gannon, Ethical Dimensions of International Management. Thousand Oaks, CA.: Sage Publications, 1997, 224 pages.
7. Patrick C. Flood, Martin J. Gannon, Jaap Paauwe, and Associates, Managing Without Traditional Methods: International Innovations in Human Resource Management. Wokingham, England and Reading, MA.: Addison-Wesley Publishing Company, 1996, 345 pages.
8. Ken G. Smith, Curtis M. Grimm, and Martin J. Gannon, The Dynamics of Competitive Strategy. Newbury Park, CA.: Sage Publications, 1992, 211 pages.
9. Martin J. Gannon, Management: Managing for Results. Needham Heights, Massachusetts: Allyn and Bacon, Inc., 1988, 680 pages. A Spanish edition was published by Compania Editorial Continental, 1995.
10. Daniel Power, Martin J. Gannon, Michael McGinnis and David Schweiger, Strategic Management Skills. Reading, Massachusetts: Addison-Wesley, 1986, 263 pages.
11. Martin J. Gannon, Management: An Integrated Framework, 2nd edition. Boston: Little, Brown and Company, 1982, 630 pages. The first edition was published in 1977. A special edition of the first edition was published by Little, Brown and Company for the Life Insurance Institute of America in 1978.
12. Martin J. Gannon, Organizational Behavior, 484 pages. Boston: Little, Brown and Company, 1979.
13. Carl Anderson and Martin J. Gannon (editors), Readings in Management. Boston: Little, Brown and Company, 1977.

## **MONOGRAPH**

- 1978 Robert O. Edmister, Martin J. Gannon, and Philip G. Kuehl, A Baseline Statistical Profile of the Private Personnel Service Industry. Rockville, Md.: Westat, Inc., October, 1978.

### **SPECIAL ISSUE**

- 2005/6 Christine S. Nielsen and Martin J. Gannon, Guest Editors, "Cultural Metaphors, Paradoxes, and Cross-cultural Dimensions," International Studies of Management and Organization, Vol. 35, No. 4.

### **ARTICLES AND PAPERS**

1. Ofer Meilich and Martin J. Gannon, "Redefining Value: Comparative Video Case Studies of Charles Shaw Winery and Thomas Kincade," Journal of Strategic Management Education, scheduled for publication in Volume 4, 2008, 1-20.
2. Martin J. Gannon, "Managerial Consequences of Globalization and Cross-Cultural Paradoxes," to appear in the Proceedings of the Association for Global Business, Newport Beach, CA.
3. Martin J. Gannon, "Comparing Cultural Metaphors, Dimensions, and Paradoxes: Research, Teaching, and Applications," Proceedings of the International Division of the Eastern Academy of Management, Amsterdam, Holland, June 24-28, 2007. A revised version of this paper has been submitted to the International Journal of Cross-Cultural Management.
4. Amit Gupta and Martin J. Gannon, "Effect of Service Climate on Service Quality: An Integrative Model," International Journal of Services Technology and Management, Vol. 8, No. 2/3, 2007, pp. 174-187.
5. Martin J. Gannon, Amit Gupta, Pino Audia, and Amy L. Kristof-Brown, "Cultural Metaphors as Frames of Reference for Nations: A Six-Nation Study," International Studies of Management and Organization, Winter, Vol 35, No. 4, 2005-6, pp. 37-47.
6. Martin J. Gannon, "Using Cultural Metaphors in University Education and Management Training," in the Proceedings of an International Conference sponsored by the Center for International Area Studies, Hankuk University of Foreign Studies, Seoul, S. Korea, Nov. 14, 2001, pp. 49-70.
7. June M. L. Poon, Cynthia Kay Stevens, and Martin J. Gannon, "Effects of Training Method and Learning Style on Cross-cultural Training Outcomes," Research and Practice in Human Resource Management, Vol. 8, #2, 73-97, 2001.

8. Martin J. Gannon and Pino Audia, "The Cultural Metaphor: A Grounded Method For Understanding National Cultural Differences," in Christopher P. Earley and Harbir Singh (editors), Innovations in International and Cross-Cultural Management. Thousand Oaks, CA: Sage Publications, 2000, pp. 91-106.
9. Martin J. Gannon, Patrick C. Flood, and Jaap Paauwe, "Managing Human Resources in the Third Era: Economic Perspectives," Business Horizons, May- June, 1999, pp. 417-47.
10. Martin J. Gannon and others, "Cultural Metaphors as Frames of Reference for Nations: A Six-Nation Study," in Lloyd Dosier and J. Bernard Keys (editors), Proceedings of the Academy of Management, August 8-13, 1997, Boston, MA., p. 565 (Abstract only).
11. Sabrina Salam and Martin J. Gannon, "The Influence of National Cultures on the Dynamics between Small Groups," in Lloyd Dosier and J. Bernard Keys (editors), Proceedings of the Academy of Management, August 8-13, 19907, Boston, MA., P. 571 (Abstract only).
12. Martin J. Gannon and June Poon, "Effects of Alternative Instructional Approaches on Cross-Cultural Training Outcomes," International Journal of Intercultural Relations, Vol. 21, No. 4, November, 1997, pp. 429-446. An earlier version of this paper was published in the Proceedings of the Management Research Conference, International Federation of Scholarly Associations of Management, July 8-11, Paris, 1996, pp. 157-160.
13. Martin J. Gannon and Stanley Nollen, "The Contingent Workforce in Different Nations: Potential and Pitfalls," Business & the Contemporary World, Vol. IX, No. 2, 1997, pp. 259-275.
14. Martin J. Gannon, "Overcoming Culture Shock," Export Today, Vol. 10, No. 4, 1994, pp. 12-16.
15. Martin J. Gannon, "Comparing American and Thai Values," Seripharb, journal published by the U. S. Information Service, Vol. 18, No. 2, 1992, pp. 46-51.
16. Martin J. Gannon, Ken G. Smith, and Curtis Grimm, "An Organizational Information Processing Profile of First Movers," Journal of Business Research, 1992, Vol. 25, No. 3, pp. 31-242.
17. Ken G. Smith, Curtis M. Grimm, Martin J. Gannon, and Ming- Jer Chen, "Organizational Information Processing, Competitive Responses, and Performance in the U.S. Domestic Airline Industry," Academy of Management Journal, Vol. 34, No. 1, March, 1991, pp. 60-85.
18. Ken G. Smith, Martin J. Gannon, Curtis M. Grimm, and Gregory Young, "Competitive Advantage in Diverse Industries," in Michael W. Lawless and Luis R. Gomez-Mejia (eds.), Proceedings of the Second International Conference on Managing the High Technology

- Firm, College of Business Administration, University of Colorado at Boulder, January, 1990, 137-141.
19. Ken G. Smith, Martin J. Gannon and Curtis M. Grimm, in Harold E. Glass (ed.), "Competitive Moves and Responses Among High Technology Firms," Handbook of Business Strategy: 1989-1990, pp. 31-1 through 31-11. Boston: Warren, Gorham and Lamont, 1989.
  20. Ken G. Smith, Martin J. Gannon, and Harry Sapienza, "Selecting Methodologies for Entrepreneurial Research," in Entrepreneurship: Theory and Practice, Vol. 14, No. 1 (Fall, 1989), pp. 39-49.
  21. Martin J. Gannon, "Societal Metaphors: Comparing Thailand, West Germany, and the United States," Proceedings of the Third International Conference of the Eastern Academy of Management (sponsored jointly with the Chinese University of Hong Kong), David Holt and Carolyn Dexter, editors, Hong Kong, June 11-15, 1989, pp. 4-9 (KEYNOTE SPEECH).
  22. Ken G. Smith, Curtis M. Grimm, Ming-Jer Chen, and Martin J. Gannon, "Predictors of Response Time to Competitive Strategic Actions: Preliminary Theory and Evidence," Journal of Business Research, Vol. 18, 1989, pp. 254-258.
  23. Curtis M. Grimm, Ken G. Smith, Martin J. Gannon, and Ken A. Smith, "The Importance of Strategic Planning in the Wake of Deregulation: A Study of the Travel Agent Industry," Journal of the Transportation Research Forum, Vol. XXIX, No. 1, 1988, pp. 45-49.
  24. Martin J. Gannon, "Managerial Understanding of the American and Thai Cultures," 50th Anniversary Yearbook, the Faculty of Commerce and Accountancy, Thammasat University, Thammasat University Press, Bangkok, Thailand, 1988, pp. 171-175.
  25. Martin J. Gannon and Ken G. Smith, "The Ten Commandments of Management in Effective Firms," Business, Vol. 38, No. 2 (April, 1988), pp. 41-44.
  26. Harry Sapienza, Ken G. Smith, and Martin J. Gannon, "Using Subjective Evaluations of Organizational Effectiveness in Small Business Research," American Journal of Small Business, Vol. 12, No. 3, 1988, pp. 45-53.
  27. Ken G. Smith, Martin J. Gannon, Curtis G. Grimm, and Terence Mitchell, "Decision Making Behavior in Smaller Entrepreneurial and Larger Professionally Managed Firms," Journal of Business Venturing, Vol. 3, No. 3 (Summer, 1988), pp. 223-232. An earlier version of this paper, "Decision Making Behavior in Entrepreneurial and Professionally Managed Firms," was published in the Proceedings of the Annual Meeting of the Southern Management Association, pp. 247-249, Dennis Ray (ed.), October, 1987, New Orleans, La.
  28. Martin J. Gannon and Douglas Henne, "Job Seeking Behavior Among Temporary Employees in Different Societies," International Journal of Management, Vol. 5, No. 1 (March, 1988), pp. 34-41. An earlier version of this article was published in Hamel, W.A.

- (editor), National Conference Proceedings of the Association of Human Resources Management and Organizational Behavior, Boston, November 15-18, 1985, pp. 244-248.
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## **BOOK REVIEWS**

1. Martin J. Gannon, Book Review of Robert Miles' Leading Corporate Transformation, Business & the Contemporary World, Vol. X, No. 2, 1998, pp. 351-353.
2. Martin J. Gannon, Book Review of Robert Quinn and Kim Cameron's Paradox and Transformation: Toward a Theory of change in Organization and Management, Academy of Management Executive, Vol. 4, No. 1, 1990, pp. 96-97.
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### **SELECTED COMMENTS: BOOK REVIEWS SINCE 1990**

#### **MARTIN J. GANNON'S PARADOXES OF CULTURE AND GLOBALIZATION, SAGE PUBLICATIONS, 2008.**

“Martin Gannon’s latest book on global cultures, *Paradoxes of Culture and Globalization*, coupled with his earlier works on cultural metaphors, gives both the academic and practitioner a complete pedagogical toolkit for the study of cross-cultural management issues. The paradox paradigm provides two very important things for the classroom instructor. First, it provides a framework for the application of critical thinking, and thus illumination, to what can be a very complex if not overwhelming operational environment for players in the global business arena. Second, it gives the instructor a methodology for linking the foundational elements developed by Gannon’s previous works on cultural metaphors to the macro-phenomena that traverse multiple national, ethnic, and industrial regimes. Gannon’s body of work, which draws on the fields of sociology, anthropology, economics and business, is one of the most integrated and thus one of the most useful, allowing the business world to better understand the cross-cultural phenomenon.”

Carl Schweraga, Fairfield University, International Management Division Listserv, Academy of Management.

“A truly extraordinary book! The range of knowledge revealed by the author is quite astonishing, and the material presented is done so in a clear and unambiguous writing style. The book includes astonishingly varied perspectives on issues that will impact the hoped-for positive consequences of globalization. I felt I was being informed by an expert who grasps the complexity of the issues involved in ways that make them clear and useful. If I were teaching a course that had anything to do with globalization and/or culture, I would assign the book – and if I knew of someone who was being assigned to another country, I would require him or her to read this book.”

Benjamin Schneider, Valtera Corporation and Professor Emeritus, University of Maryland. Prepublication review.

**EXCERPT FROM BOOK REVIEW OF MARTIN J. GANNON AND KAREN N. NEWMAN, HANDBOOK OF CROSS-CULTURAL MANAGEMENT. OXFORD, ENGLAND: BLACKWELL PUBLISHERS, 2002. *Journal of International Business Studies*, the official journal of the Association of International Business, June, 2003.**

“This volume, a collection of invited chapters, is a most welcome addition to the books written within the field of cross-cultural organization and management studies. Organised and presented as a handbook it signals and reflects the maturity of this relatively young discipline....a huge congratulations to Martin Gannon and Karen Newman is in order for their pioneering work; it must have involved a great deal of hard work, dedication, and perseverance.”

**EXCERPTS FROM BOOK REVIEWS OF THE SECOND EDITION OF MARTIN J. GANNON AND ASSOCIATES, UNDERSTANDING GLOBAL CULTURES: METAPHORICAL JOURNEYS THROUGH 23 NATIONS. THOUSAND OAKS, CA.: SAGE PUBLICATIONS, 2001.**

From **Thunderbird International Business Review**, September-October, 2002, pp. 685-689.  
“In summary, this is a significant book that should prove to be interesting reading for a multitude of audiences, including scholars, practitioners, students, expatriates, travelers, and those who are simply interested in culture as a fascinating aspect of the world we live in....This book is also an ideal reference tool, since the metaphors are easy to remember yet rich in contextual value, and are presented in a logical structure for quick consultation. Overall, this book is enormously appealing, genuinely useful, and a worthy addition to any collection.”

#### **Amazon.com ratings and rankings of cross-cultural books has included**

“Required reading. The short chapters here are stand-alone, so this is a good book to read in short pieces of time.” Professor K. Prien, in her ranking of 12 books, identified only two as required reading and Understanding Global Cultures was one of them. The book has also appeared in similar rankings.

**Amazon.com review** of the second edition, Martin J. Gannon, Understanding Global Cultures: Metaphorical Journeys through 23 Nations, 2<sup>nd</sup> ed., Sage Publications, Thousand Oaks, CA, 2001.

**Best Bet, August 23, 2001**

Reviewer: Professor Joyce Osland from the University of Portland, Portland, Oregon

“Gannon and his associates have written a delightful, must-read book for people who work across cultures. The cultural descriptions are easy to remember and provide much greater depth than most treatments of culture. The book provides many new insights, even for people who know these cultures well, and is very good at explaining why other cultures behave as they do. Gannon's book is so well-written and interesting that my MBA students complain that they have difficulty wresting the book away from other family members who pick it up and get hooked. If someone asked me to recommend just one book to read on culture, Understanding Global Cultures would get my vote.”

Decision Line asked Feature Editor Andrew Ruppel to review four books for a special book review titled “Information + Insight = Understanding.” Ruppel was particularly negative about one book that purportedly profiled and explained behavior in the United States. He then indicated that the reader could learn more from reading the chapter on the United States (American Football) in Gannon’s book than reading this entire book. He praised the Gannon book as highly readable. See Andrew Ruppel’s review in Decision Line, May 2001, Vol. 32, No. 3, pp. 18-20.

**EXCERPTS FROM REVIEWS OF MARTIN J. GANNON AND ASSOCIATES, UNDERSTANDING GLOBAL CULTURES: METAPHORICAL JOURNEYS THROUGH 17 COUNTRIES. THOUSAND OAKS, CA: SAGE PUBLICATIONS, 1994.**

From Personnel Psychology, Summer, 1995. "Martin Gannon uses metaphors in order to understand, describe, and compare national cultures around the globe. What I find especially appealing about this book and research is Gannon's creativity. He goes against the grain in writing a book based on a qualitative research protocol. This is a valuable contribution to the literature as well as being a good read, entertaining, and informative...I verified the accuracy of a number of these portrayals by having colleagues, friends, or students read particular chapters on their native countries. ...This book reinforces the idea that one should expect differences in human behavior when crossing borders. Who should read this book? First, my MBA students. I believe that they will enjoy the book as much as I did. In addition, those involved in different facets of international business will find this to be a valuable book. As an aside, my family and I just returned from a semester in Shanghai, China, where my wife and I taught at a Chinese university. Although I prepared extensively for this trip, I really wish that I had read the chapter on the Chinese family altar before my trip. Don't get me wrong, reading these 15 pages on the Chinese would not have made me an expert, but the use of the metaphor would have provided me with a useful conceptual framework. Even tourists will find these cultural profiles to be useful. This is a book that deserves a wide audience and Gannon is to be applauded for his innovative and entertaining perspective on world cultures."

From the Journal of International Business Studies, 1994. "The approach is fascinating and has the potential to help move the field of international management in interesting

directions....presents a very interesting approach to interpreting and learning about cultures, an alternative that offers great potential. In its encouragement of management and researchers to think in terms of metaphors, to make conceptual leaps and explore them, the book is thought-provoking and significant."

From **The Wall Street Journal**, 1994. "Mr. Gannon prescribes the study of metaphors that capture the values and attitudes of others cultures, as football does for Americans. In China, for example, an American businessman should visualize a family altar to get in touch with the Chinese sense of connection with venerated ancestors."

From **International Business**, 1994. "His metaphors serve as a mnemonic device for businesspeople and students who are or want to be players in the global economy. Though Mr. Gannon's work provides more background and explanation than a business traveler may have time for (351 pages), remembering his metaphors may be more valuable than ROYGBIV."

From the GLOBE e-mail network linking researchers in cross-cultural behavior in 70 countries, June 13, 1994. "His metaphorical journey through Spain via the bullfight prompted me to attend one a month ago after refusing to go for the past seventeen years. Fascinating! He journeys through sixteen other countries in similar fashion."

From **Trade and Culture Magazine**, 1994. "In this unique, highly readable book, University of Maryland business professor Martin Gannon offers an unusual way to gain understanding about the cultural mind-set of various nations. Most books on cultural awareness are preoccupied with what behavior to avoid, if one is fearful of insulting a host or jeopardizing a business deal. In contrast, Gannon's book identifies one phenomenon or activity in 17 nations and develops each into a metaphor that explains the character of the people to which it relates. For example, he uses the **stuga**, or Swedish summer home, to discuss Swedes' individualism and love of nature."

From **World Psychology**, 1995. "“Indeed, while Gannon’s book will be of interest to ethnologists and others who seek to make cultural comparisons, its principal justification seems to be for planners of multinational ventures and businessmen traveling abroad, for whom the succinct images offered of each nation might be heuristic for understanding their encounters with citizens of the countries visited....On the whole, this is an impressive and highly readable work that will be of value to travelers and managers seeking to organize their experience of a new culture.”"

From **The Executive**, 1994. "His qualitative research supplements the more traditional dimensions approach to understanding global cultures. The metaphorical journeys should prove insightful for professionals doing business in these countries for increased sensitivity to cross-cultural issues. The book also has merit as either required or suggested reading in a graduate seminar in cross-cultural management or international business programs."

From **The Academy of Management Review**, 1996. "Gannon develops the metaphor as a new and creative approach to understanding cultures. In his use of metaphors, Gannon has bravely offered another lens through which scholars can observe and understand cultures. Gannon’s writing style is immensely engaging and interesting. Students and faculty alike will thoroughly

enjoy reading the book and will find its insights intriguing and, for the most part, enlightening. Gannon expertly weaves disparate cultural threads together into a colorful and durable fabric.”

From the **prepublication reviews** (1993). "I read Martin Gannon's Understanding Global Cultures with delight. He is breaking new ground with the metaphor approach. It carves a new place on the world culture bookshelf."

**BOOK REVIEWS OF STEPHEN J. CARROLL AND MARTIN J. GANNON'S  
ETHICAL DIMENSIONS OF INTERNATIONAL MANAGEMENT. THOUSAND  
OAKS, CA: SAGE PUBLICATIONS, 1997.**

From **Choice**, 1997. "Well-known authors/consultants Stephen J. Carroll and Martin J. Gannon offer a framework that addresses a common dilemma faced by international managers: how to make ethical decisions in other cultures. They provide a model of culture and ethical managerial behavior as a basis for understanding complex relationships and support it with numerous short cases and examples and an in-depth review of relevant literature, including studies from a rather large number of countries. An excellent list of references is provided. Highly recommended."

From **Business Line**, 1997. "Examining the relationship of national-cultural differences to ethical behavior, this book helps the reader understand the subtleties and nuances of ethical practices across nations. This innovative work uses short vignettes to illustrate each of these points while comparing and analyzing the primary influences on ethical behavior such as parenting, education, law, organizational cultures and human resource management."

From **Business & The Contemporary World**, 1997. "Ethical dimensions of International Management fills a critical void in the field of comparative and international business and management....Differences in laws, human resource management practices, and organizational cultures of different nations are described in terms of their societal and cultural underpinnings....The model of culture and ethical behaviors described in chapter 1 should be helpful in organizing future ideas and empirical research in this complex area of inquiry....All in all, this book is a stimulating and welcome addition to a scholar's bookshelf. We are delighted with its overall organization and heartily recommend it to our colleagues and students."

**EXCERPTS FROM BOOK REVIEWS, PATRICK C. FLOOD, MARTIN J.  
GANNON, JAAP PAAUWE, AND ASSOCIATES, MANAGING WITHOUT  
TRADITIONAL METHODS: INTERNATIONAL INNOVATIONS IN HUMAN  
RESOURCE MANAGEMENT. READING, MA AND WOKINGHAM,  
ENGLAND: ADDISON- WESLEY PUBLISHING CO., 1996.**

From **Personnel Psychology**, 1997. "The impetus for this book lies in the dramatic and far-reaching changes occurring in the management of organizations worldwide. The spate of downsizing, de-layering, de-industrialization, and de-emphasis is on the traditional organizational hierarchy has largely dried up that formerly huge reservoir of acceptable human resource practices. At the same time new practices are bubbling up everywhere....we find that the authors (both American and European academics) have made a serious attempt to organize their ideas around the central theme that people are the critical factor for the future of management in the highly competitive, rapidly change world market (i.e., human resources)...I found that the "managing without" framework was an innovative way of dealing with the complex issues arising from the current business emphases upon cost containment, flexibility, quality, and global competitiveness. If there was one underlying current, it was that strategic

human resource management is necessary to tie everything together....I would recommend this book to both academics and practitioners who are seriously thinking about the future, in particular how human resource management will look in the 21st century (and that should be most of us).”

From **International Review of Administrative Sciences**, 1996. “Three major theories are developed throughout the book: agency theory, transaction cost economics and the resource base theory of the firm. In the final chapter the authors emphasize that there is no effective substitute for human resources. On this basis they refine the resource base theory of the firm into a human resource base theory or model. Managers and personnel professionals will find that this volume introduces innovative ideas in the human resource management field.”

**BOOK REVIEWS OF KEN G. SMITH, CURTIS GRIMM, AND MARTIN J. GANNON’S DYNAMICS OF COMPETITIVE STRATEGY. THOUSAND OAKS, CA: SAGE PUBLICATIONS, 1992.**

From **Administrative Science Quarterly**, 1994. “This book compiles and synthesizes seven years of empirical research on competitive interaction and the dynamics of competitive strategy by a group of strategy scholars at the University of Maryland....The research focused on “competitive interactions” as the unit of analysis. The theoretical framework was based on communication-information theory. In this framework, an actor (firm) takes specific competitive actions (e.g., a price cut). A communication channel (e.g., a common customer) connects the competitive action taker and the responder(s). The responders(s) engages in a specific competitive response (e.g., a counter price), which has potential effects on the action taker. Competitive actions and responses affect and are affected by the industry’s competitive environment....Recently, Porter (1991) has called for a more dynamic theory of strategy. This book has in some ways anticipated Porter’s call. Few previous empirical studies in strategy has made competitive interaction the unit of analysis, and even fewer have tried to measure it. This is an important contribution. Porter (1991) has also identified several unresolved issues to guide research toward a dynamic theory of strategy. The research reported in this book has addressed some of these....Organization theorists would add that at this stage of development, process rather than variance research (Mohn, 1982) may be necessary to advance our understanding of the evolution of interplays of industry-level sources of competitive advantage, firm-level sources of distinctive competence, and competitive strategy (e.g., Burgelman, 1994). In view of this, the publication of Dynamics of Competitive Strategy serves a useful purpose. It competently illustrates what is achievable with the traditional research approach in strategic management and thereby challenges other approaches to show what additional and deeper insight they can provide.”

From **Academy of Management Review**, 1994. “This is a provoking book about an important but underresearched subject: the timing of competitive moves.... The authors’ major point, that the time dimension has been overlooked, is correct. The structural paradigm has helped us understand much about firms and their interactions, and even, as in Chandler’s work, about their sequence. Game theory....may offer more. But in no research do we presently have a satisfactory treatment of the speed and timing of these crucial competitive interactions....The real value of Dynamics of Competitive Strategy lies in its dedication to its topic and courageous

attempt to investigate empirically the time structures of competitive interaction....it is a serious attempt to do something novel and important. As such, it is of real interest to those strategy researchers who seek a more realistic and dynamic framework than that presently offered by the IO tradition....If our theory is to survive and have meaning for managers, it will be because we discover how our world is unlike the economist's."