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Professor of Strategy and International Business
Director, Center for International Business Education and Research (CIBER)
Lead Principle Investigator, International Offshoring Research Network (ORN) Project

BUSINESS ADDRESS

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EDUCATION

Bachelor of Science, 1960: U.C.L.A., Engineering (major: Nuclear Engineering)

Master of Science, 1962, U.C.L.A., Systems Engineering (Operations Research)

Master of Science, 1966, Industrial Administration, Carnegie Mellon University

Doctor of Philosophy, 1968, Carnegie-Mellon University; Major Field: Organizations; Minor Fields: Economics, Functional Areas of Business, (production, marketing, finance) Quantitative Methods

CAREER HISTORY

- 1974 - Professor of Strategy and International Business, Fuqua School of Business Duke University
- 1992 - Professor of Sociology
- 1999 – 2001 IBM Research Fellow
- 1995 - Director CIBER
- 1999 - Research Professor (visiting), Rotterdam School of Management
- 2000 - 2002 Professor International Business and Education (visiting), Cranfield School of Management
- 2003 (May) Distinguished Visiting Scholar INSEAD
- 2006 - 2008 Research Professor (visiting) IESE 1993, 1994
- 1993 – 1994 DKB Visiting Professor, Keio Graduate School of Business (May - July)
- 1994 Visiting Research Professor – Hitotsubashi University, Institute of Business Research (10 months Japanese Government, Faculty Research Fellowship)

- 1986 - 1988 Program Director for Decision, Risk and Management Science National Science Foundation

- 1982 - 1986 Chairman Academic Council, Duke University (two consecutive terms)

- 1970 – 1974 Associate Professor of Management and Behavioral Science
 Director, Social Policy Program
 Graduate School of Business Administration
 New York University

- 1971 Visiting Senior Lecturer - Leon Recanati Graduate School of Business Administration, Tel Aviv University, Israel

- 1966 – 1970 Assistant Professor of Management and Behavioral Science, Graduate School of Business Administration, New York University

HONORS

- The Academy of International Business, 2012 John Dunning Award
- The Academy of International Business Elected Fellow (2009)
- Inaugural Academy of Management, Martin Trailblazer Award, Organization and Management Theory Division (2008)
- Distinguished Speaker, 2004 Uppsala Lectures in Business (October 4–7, 2004, Uppsala University, Uppsala Sweden)
- Academy of Management, Distinguished Service Award (2003)
- Institute for Operations Research and Management Sciences (INFORMS) distinguished service award as founding Editor-in-Chief of Organization Science (1989-1998).
- Awarded Highest Quality Rating Citation of Excellence by ANBAR Electronic Intelligence, an online service that reviews top journals in the world each month, for “The Co-evolution of Strategic Alliances,” Organization Science, Vol.9, No.3, 1998, Arie Y. Lewin and Mitchell P. Koza.
- Duke University Presidential Award for Meritorious Service, May 2, 1986.

CURRENT RESEARCH

- Studies in strategic renewal, organization adaptation and change, role of innovation and imitation in industry evolution and global sourcing..

- Lead Principal Investigator (PI), multi-year global Offshoring Research Network (ORN) project.

ORN is a multiyear international research project that tracks at the firm level company experiences with offshoring IT, business processes and knowledge based activities such as R&D and engineering services. **The ORN project research orientation and philosophical approach represent one of the very few examples of academic research informed by and informing managerial practice.** This multiyear longitudinal project not only collects data on companies currently offshoring, but also from those considering it along with those who have decided not to offshore. The goal of the research is to track firm level data on key performance metrics, current perceptions of financial, operational and political risks associated with the five leading offshore operational models. Results from the survey are being published in leading business and academic publications and will form the basis of regular professional workshops at Duke University (Fuqua School of Business) and detailed case studies of Offshoring successes and failures.

ORN 2012 -2014 Active Research themes:

1. Dynamics of organizations boundaries and boundary conditions
2. Emerging Economies aspiring to attract the outsourcing of Business support functions as a new lever of economic development. Longitudinal case studies of China, Columbia and Costa Rica.
3. Global sourcing of innovation and impact on society
4. Emerging Diaspora of Talent

In 2010 PwC Global Corporate office the lead corporate. Earlier major sponsors include Booz Allen and Hamilton, PwC US, Outsourcing Advisory , TPI and Archstone consulting. . The ORN project was initiated by Duke CIBER in 2004. International Research Partners include Copenhagen Business School, Prof. Torben Pedersen, and Prof. Bent Petersen; Manchester Business School, Prof. Silvia Massini; RSM Erasmus University, Prof. Henk Volberda; ULB – Solvay Business School, Prof. Carine Peeters; WHU Otto Beisheim School of Management, Prof. Thomas Hutzschenreuter; IESE, Prof. Joan E. Ricart; Macquarie University, Prof. Stephen Chen, University of West Sydney, Dr. Nidhida Perm-Ajcharyawong; University of Tokyo, Prof. Takahiro Fujimoto and Prof. Youngwon Park; Kyung Hee University, Prof. Geon-Cheol Shin; Polytechnic University of Milan, Prof. Lucia Piscitello; EMLYON Business School, Prof. Christiane Prange; UNISINOS RS BRASIL, Prof. Yeda Swirski de Souza; University of Massachusetts, Professor Stephan Manning. In addition 10 CIBERS co- sponsor the Annual Offshoring research Conference

FUNDED RESEARCH

- ORN
 - ORN Roundtables \$500K
 - The Conference Board \$150K/yr.
 - PwC \$750K
 - Booz, Allan and Hamilton \$400K
 - Archston \$90K
 - TPI \$50K
 - Other \$225K
- NSF:

Unpacking the Black Box of Absorptive Capacity and Testing a Firm Level Theory of Innovation-Imitation Adaptation: A Panel Study of Firms Offshoring of White Collar Jobs. \$110K Start Date: August 1, 2005
- CIBER

Since first award in 2002 awards total **\$\$7,019,890.00**

JOURNAL OF INTERNATIONAL BUSINESS STUDIES (JIBS)

- Editor-In-Chief for JIBS March 1, 2002 – January 1, 2008.
- Convener Conference on Emerging Research Frontiers in International Business 2002 - 2008

ORGANIZATION SCIENCE

- Founding Editor-in-Chief, 1989 - 1998. Acclaimed as one of top three journals worldwide in the field of organization studies. Purpose of founding the journal was to redefine the field of organization studies, nurture the emergence of new multidisciplinary theories, legitimize greater variety of empirical approaches, encourage research that is informed by problems encountered in the practice of management, and to create a genuine international journal.

- Convener Organization Science Winter Conference (OSWC) 1996 – 2009

MANAGEMENT SCIENCE

- Founding Departmental Editor for Organization Analysis, Performance and Design, 1974-1987

PUBLICATIONS

Articles and Chapters

Lewin, A. Y., Massini, S., Peeters, C., and S. Manning, “Global Co-Evolution of Firm Boundaries: Process Commoditization, Capabilities Development, and Path Dependencies”, Under review Strategic Management Journal

Lewin, A. Y. and X. Zhong,;(2012) “The Evolving Diaspora of Talent: A Perspective on Trends and Implications Sourcing Science and Engineering Work”, (Forthcoming Journal of International Management, January 2013)

Lewin, A. Y. and X. Zhong,.(2012), “Co-evolution of Global Sourcing Of Business Support Functions And The Economic Development Of Emerging Economies”, Forthcoming in Witt, Michael A., and Gordon Redding, (eds), Oxford Handbook of Asia Business Systems, Oxford University Press.

Lewin Arie Y., and Henk W., Volberda, (2011), “Co-Evolution Of Global Sourcing: The Need To Understand The Underlying Mechanisms Of Firm-Decisions To Offshore”, *International Business Review*, Special Issue Co-evolutionary Research on Global Sourcing: Implications for Globalization, International Strategies, and Organizational Designs Vol. 20, 3, June 2011, 241–251.

Hutzenreuter, T., Lewin, A. Y., and Dresel, S., (2011). “Governance modes for offshoring activities: A comparison of US and German firms”, *International Business Review*, special Issue Co-evolutionary Research on Global Sourcing: Implications for Globalization, International Strategies, and Organizational Designs, Vol.20, 3, June 2011. 291-313

Manning S., A. Y. Lewin, and M. Schurch, 2011, “The Stability of Offshore Outsourcing Relationships: The Role of Relation Specificity and Client Control”, *Management International Review(MIR)*, Jun2011, Vol. 51 Issue 3, p381-406, 26p

Hutzschenreuter, T., Lewin, A. Y. and Ressler,W.,(2011) “The Growth of White-Collar Offshoring: Germany and the US from 1980 to 2006”, *European Management Journal*, Volume 29, Issue 4, August 2011, Pages 245-259,

Lewin, A. Y. “Trade in Services: The Global Sourcing of Business Services” (2011), In Ravi Ramamurti and Niron Hashaj (Editors), “ The Future of Foreign Direct Investment and the Multinational Enterprise: Essays in Honour of Yair Aharoni”, Emerald Publishers, UK.

Manning, S., Ricart, J.E., Rosatti Rique, M.S., Lewin, A.Y.,(2010) “From Blind Spots to Hotspots: How Knowledge Services Clusters Develop and Attract Foreign Investment”. *Journal of International Management*, 16, 4, 369-382

Bunyaratavej, K., Doh, J.P., Hahn, E.D., Lewin, A., & Massini, S. (2011), “Conceptual Issues in Services Offshoring Research: A Multi-disciplinary Review”, *Group & Organization Management*, 36. 1 (Feb 2011): 70

Hutzschenreuter, T., Lewin, A. Y. and S. Dresel, "Time to Success in Offshoring Business Processes: A Multi Level Analysis", *Management International Review*, Volume 51, 2011, pp 65 – 92..

Lewin Arie Y. and Silvia Massini, and Carine Peeters, "Microfoundations of Internal and External Absorptive Capacity Routines" *Organization Science*, volume 22, 2011, pp. 81 - 98.

Massini, S., Perm-Ajchariyawong, N., and A. Y., Lewin (2010), "Role of Corporate-wide Offshoring Strategy on Offshoring Drivers, Risks and Performance", (Lead Article), *Industry and Innovation special issue on Offshoring of Intangibles*, Volume 17, 2010, pp. 337 – 371.

Lenox, Michael J., Arie Y. Lewin, and Scott F. Rockart, (2010) "Does Interdependency Affect Industry Profitability? An Empirical Investigation." *Strategic Management Journal*, Feb. 2010, Vol. 31 Issue 2, p121-139

Lewin Arie Y., Silvia Massini, Nidthida Perm-Ajchariyawong, Derek Sappenfield, and Jeff Walker, (2009) "Getting Serious About Offshoring in a Struggling Economy", *Shared Services & Outsourcing Network (SSON) Shared Services News*, Feb 2009, pp.19-23

Lewin Arie Y., Silvia Massini, Carine Peeters, (2009) "Why Are Companies Offshoring Innovation? The Emerging Global Race for Talent", *Journal of International Business Studies Palgrave Macmillan Journals*, vol. 40(8), pp 1406-1406.

Manning, S., Massini, S., and A. Y. Lewin, (2008) "A Dynamic Perspective on Next-Generation Offshoring: The Global Sourcing of Science and Engineering Talent", *Academy of Management Perspectives*; Vol. 22 Issue 3, p35-54

Daft, Richard L. and Arie Y. Lewin (2008) "Rigor and Relevance in Organization Studies: Idea Migration and Academic Journal Evolution", *Organization Science Perspectives*, Vol 19, No. 1, pp. 177-183. Manning S. Massini, S. and A. Y. Lewin, (2008) A Dynamic Perspective on Next-Generation Offshoring: The Global Sourcing of Science and Engineering Talent .*Academy of Management Perspectives Vol 22, No.3, August 2008*, pp. 35-54.

Lewin, A. Y., & Couto, V. (2007). *Next generation offshoring: The globalization of innovation* (Duke University CIBER/ Booz Allen Hamilton Report). Durham, NC: Duke CIBER.

Witt, Michael A. and Arie Y Lewin. (2007) "Outward foreign direct investment as escape response to home country institutional constraints", *Journal of International Business Studies*, July 2007. Vol. 38, 4; p. 579 –

Paper, listed on SSRN's Top Ten download list for ERPN: Market Structure (Industrial) (Sub-Topic). As of 12/30/2010, It has been downloaded 120 times.

<http://papers.ssrn.com/abstract=1264302>.

Lenox Michael J., Scott F. Rockart, and Arie Y. Lewin, (2007), "Interdependency, Competition, and Industry Dynamics", *Management Science*, April 2007; 53: 599 – 615

Lewin, Arie Y., and Carine Peeters (2006). "Offshoring Work: Business Hype or the Onset of Fundamental Transformation?", *Long Range Planning*, 39 (2006) 221-239.

Lenox Michael J, Scott F Rockart, Arie Y Lewin. (2006) "Interdependency, Competition, and the Distribution of Firm and Industry Profits", *Management Science*. May 2006. Vol. 52, 5; p. 757

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- Massini Silvia, Arie Y. Lewin, and Greve Henrich R. (2005). "Innovators and Imitators: Organizational Reference Groups and Adoption of Organizational Routines", *Research Policy*, 34, 1550-1569.
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- Lewin Arie Y. and J. Kim (2004). "The Nation-state and Culture as Influences on Organizational Change and Innovation," in M.S. Poole (ed.) *Handbook of Oxford University Press*, Oxford: 324 – 353.
- Lewin Arie Y. and Henk Volberda (2003). "Co-evolutionary Dynamics within and Between Firms: From Evolution to Co-evolution", *Journal of Management Studies*, 40(8):2111- 2136
- Lewin Arie Y. and Silvia Massini (2003). "Knowledge Creation and Organizational Capabilities of Innovating and Imitating Firms," in H. Tsoukas and N. Mylonopoulos (eds.) *Organizations as Knowledge Systems*, Palgrave: 209 – 237.
- Lewin Arie Y. and Henk Volberda (2003). "The Future of Organization Theory: Beyond the Selection – Adaptation Debate", In H. Tsoukas, George D. Mavros and Christian Knudsen (eds), *The Oxford Handbook of Organization Theory*, Oxford University Press.
- Lewin Arie Y., Silvia Massini, Winfried Ruigrok and Tsuyoshi Numagami (2003). "Convergence and Divergence of Organizing: The Moderating Effect of Nation State," in Andrew Pettigrew et al, (eds), *Innovating Forms of Organizing*, Sage Publications.
- Lewin Arie Y. and Mitchell Koza (2002). "Coevolutionary Processes of Strategic Adaptation and Change: The Promise and the Challenge of Empirical Research", In Lewin Arie Y. and Mitchell Koza (eds) "Multi Level of Analyses and Coevolution", Special Issue of *Organization Studies*, April.
- Massini Silvia, Arie Y. Lewin, Andrew Pettigrew and Tsuyoshi Numagami (2002). "The Evolution of Organizational Routines among Large Western and Japanese Firms," *Research Policy*, 31:1333 – 1348.
- Lewin Arie Y., Tomoaki Sakano, and Naoko Yamada (2002). "Options for Strategic Change: Exploration or Exploitation in Marketing as Sources for New Wealth Creation," in Hendrik Meyer-Ohle and Jochen Legewie (eds.), *Corporate Strategies for Southeast Asia After the Crisis: A Comparison of Multinational Firms from Japan to Europe*. Macmillan Press, London.
- Lewin Arie Y. and Mitchell P. Koza (2002). "Managing Partnerships and Strategic Alliances: Raising the Odds of Success," April, *European Management Journal*.
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Longitudinal Analysis of an International Professional Service Network," *Organization Science*, 10(5): 638-653.

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Lewin Arie Y. and Mitchell P. Koza (1998). "The Co-evolution of Strategic Alliances," *Organization Science*, 9(3). Awarded Highest Quality Rating Citation of Excellence by ANBAR Electronic Intelligence, an online service that reviews top journals in the world each month.

Lewin Arie Y. and L.M. Seiford (1997). "Extending the Frontiers of Data Envelopment Analysis," *Annals of Operations Research*.

Lewin Arie Y., Richard A. D'Aveni, and Anne Y. Ilinitch (1996). "New Organizational Forms and Strategies for Managing in Hypercompetitive Environments," *Organization Science*, 7(3).

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Lewin Arie Y., Tomoaki Sakano, Carroll U. Stephens, and Bart Victor (1995). "Corporate Citizenship in Japan: Survey Results From Japanese Firms," *Journal of Business Ethics*, 14: 83-101.

Lewin Arie Y., Carroll U. Stephens (1994). "CEO Attitudes as Determinants of Organization Design: An Integrated Model," *Organization Studies*, 15(2).

Lewin Arie Y., Diana Day, H. Li and R. Salazar (1994). "Strategic Leaders In the Beer Industry: A Longitudinal Analysis of Outliers" in Abraham Charnes, William W. Cooper, Arie Y. Lewin, and Lawrence M. Seiford, *Data Envelopment Analysis: Theory, Methodology and Applications*, Kluwer Academic Publishers.

Lewin Arie Y., Carroll U. Stephens (1993). "Designing Post-Industrial Organizations: Combining theory and Practice," in George P. Huber, and William, H. Glick (Eds.), *Organizational Change and Redesign*, N.Y. Oxford University Press, 393-410.

Lewin Arie Y. & Richard Daft (1993). "Where Are the Theories for the "New" Organizational Form? An Editorial Essay," *Organization Science*, 4(4).

Lewin Arie Y. (1993). "Applying the Audit Risk Model To the Organization Design of The Firm" in Yuji Ijiri (Ed), *Creative and Innovative Approaches to the Science of Management*, Quorum Books.

Lewin Arie Y., Carroll U. Stephens (1992). "Bounded Morality: A Cross-Level Model of the Determinants of Ethical Choice in Organizations" in Dean Ludwig and Karen Paul (Eds.) *Contemporary Issues in the Business Environment*, Volume 8, Edwin Mellon Press. Arie Y. Lewin (1992), "On Learning from Outliers," in Fred Y. Philips and John J. Rousseau (Eds.), *Systems and Management Science by External Methods*, Kluwer Academic Publishers.

Arie Y. Lewin and Richard Daft (1990). "Can Organization Studies Begin To Break Out of the Normal Science Straight Jacket, An Editorial Essay," *Organization Science*, 1: 1-10.

Arie Y. Lewin (1988). "Research on Creative and Innovative Management: An Evaluation of Research Strategies" in Yuji Ijiri and Kuhn Robert, *New Directions in Creative and Innovative Management*, Ballinger Publishing Co.

Arie Y. Lewin and John W. Minton (1986). "Determining Organizational Effectiveness: Another Look and an Agenda for Research," *Management Science*, 32(5): 514-538.

A. Charnes, W. W. Cooper, A. Y. Lewin, R. C. Morey and J. Rouseau (1985). "Sensitivity and Stability Analysis in DEA," *Annals of Operations Research*, 2.

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Arie Y. Lewin, Kalman J. Cohen, Richard C. Morey, Daniel L. Blakely (1982). "Assessing Defense Procurement Policies," *Simulation*, 38(3), March.

Arie Y. Lewin (1982). "Public Enterprises, Purposes and Performance: A Survey of Western European Experience," in William T. Stanbury and Fred Thompson *Managing Public Enterprises*, Praeger.

Arie Y. Lewin (1981). "Research on State-Owned Enterprises," *Management Science*, 27(22), November.

Arie Y. Lewin, Richard C. Morey and Thomas J. Cook (1982). "Evaluating the Administrative Efficiency of Courts," *Omega*, 10(4): 401-411.

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Arie Y. Lewin and J. F. Langton (1982), "Dinosaurs Did Not Survive: Corporations Must Learn to Self-Adapt To Survive in Their Changing Social and Political Environment," *Enterprise*, 1(2).

Arie Y. Lewin, K. J. Cohen, R. C. Morey, and D. L. Blakely (1980). "A Multi-Project Decision Process Simulation of Defense Contractor Behavior (II)," *Proceedings Winter Simulation Conference*.

Arie Y. Lewin, K. J. Cohen, and R. C. Morey (1979). "Decision Process Simulation Models of Defense Contractor Behavior," *Proceedings Winter Simulation Conference*.

Arie Y. Lewin and S. S. Layman (1979), "Information Processing Models of Peer Nominations," *Personnel Psychology*, 32: 63-82.

Arie Y. Lewin and J. G. Wiles (1978), "The Coming Confrontation Over Corporate Governance," *Planning Review*, 6:1-8.

Arie Y. Lewin (1978) "A Design for Constructive Capitalism," *Business Week*, February 13.

Arie Y. Lewin and J. G. Wiles (1977). "The End of Corporate Enterprise?," *Dun's Review*, October.

Arie Y. Lewin and M. F. Shakun (1977). "A Structured Framework for Integrating the Corporate Perspective into Public Policy Formulation," *Proceedings, TIMS/ORSA Conference on Strategic Planning*, February.

Arie Y. Lewin and Abram Zwany (1976). "Peer Nominations: A Model, Literature Critique and a Paradigm for Research," *Personnel Psychology*, 29: 423-447.

Arie Y. Lewin (1976). "Situational Normativism: A Descriptive-Normative Approach to Decision Making and Policy Sciences," *Policy Sciences*, 7(1):1-10.

Arie Y. Lewin, M. F. Capobianco, and C. S. Tapiero (1975). "Structural Inference in Organizations," *Journal of Mathematical Sociology*, 4:121-130.

Arie Y. Lewin and C. Wolf (1975). "The Theory of Organizational Slack: A Critical Review," *Proceedings, Twentieth International Meeting of the Institute of Management Sciences*. North Holland.

Arie Y. Lewin and R. W. Blanning (1974), "Urban Annual Report," *Urban Affairs Annual Review*, Vol. VIII, Willis Hawley and David Rogers (Eds.), Sage Publications.

Arie Y. Lewin, H. B. McNallen and D. E. Zand (1973). "The Use of Models for Analyzing the Budget Decision Making Process I, II, & III," *The Armed Forces Comptroller Magazine*, 18(Spring & Summer & Fall).

Arie Y. Lewin and C. S. Tapiero (1973). "The Concept and Measurement of Centrality - an Informative Approach," *Decision Sciences*, 4(3): 314-28.

Arie Y. Lewin, R. W. Blanning and M. Uretsky (1972). "Issues in the Design of Top Management Urban Game," *Proceedings, 7th Annual ACM Urban Symposium*, N. Y., October 27, 1972.

Arie Y. Lewin (1972). "Sexism in Science: Science Year Close Up," *Science Year-The World Book Annual*: 302-303.

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Arie Y. Lewin and M. Schiff (1970). "The Impact of People on Budgets," *Accounting Review*, XLV(2): 259-268, April.

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Arie Y. Lewin (1969). "Management Games in Executive Development and Assessment," *Journal of Continuing Education*, 2(3): 9-11.

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Arie Y. Lewin and W. L. Weber (1960), "Management Game Teams in Education and Organization Research: An Experiment in Risk Taking," *Academy of Management Journal*, March.

Arie Y. Lewin and M. Schiff (1968). "Where Traditional Budgeting Fails," *Financial Executive*, May.

Books and Monographs

Peter J. Frost, Arie Y. Lewin, editors (2000). *Talking about Organization Science: Debates and Dialogues from Crossroads*. Sage Publications.

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Arie Y. Lewin and L.M. Seiford, editors (1997). *Advances in Data Envelopment Analysis: Extending the Frontiers of Theory and Applications: The Annals of Operating Research*.

Arie Y. Lewin and C. A. Knox Lovell, editors (1995). *European Journal of Operational Research Special Issue on Productivity Analysis: Parametric and Non-Parametric Applications*, 80. Abraham Charnes, William W. Cooper, Arie Y. Lewin, and Lawrence M. Seiford (1994). *Data Envelopment Analysis: Theory, Methodology, and Applications*. Kluwer Academic Publishers.

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PUBLICATIONS IN PROGRESS

Lewin, A. Y. and X. Zhong,; "The Evolving Diaspora of Talent: A Perspective on Trends and Implications Sourcing Science and Engineering Work", (under review *Journal of International Management*)

Caspin - Wagner, K., A.Y. Lewin.; S. Massini., and C. Peeters; "Managing Innovation: The Role of Interdependencies Fit " Manuscript in preparation for *Journal of Organization Design*

Caspin - Wagner, K., A.Y. Lewin.; and S. Massini., "Interdependencies fit: The missing variable differentiating "built to last excellent" organizations from the rest", manuscript in preparation for *AMR*

Lewin, A. Y., Manning, S., Massini, S., and C., Peeters, (2010), "The Ever Changing Logic Of Global Outsourcing Decisions: Client Strategies, Path Dependencies, And Industry Dynamics (To be submitted to *JIBS* or *SMJ*)

Lewin, A. Y., Massini, S., and N., Perm-Ajchariyawong, "Role of Offshoring Strategy and Nature of Activities on Innovation Performance" Paper in preparation for submission to *Research Policy*).

Lewin Arie Y, Silvia Massini, Stephan Manning and Carine Peeters, ""Strategy and IB Research Informed by and Informing Managerial Practice: The International Offshoring Research Network (ORN) Research Program" (revised for submission to *Long Range Planning*)

Lewin Arie Y., Henrich R. Greve, Silvia Massini, Lawrence M. Seiford, and Joe Zhu, "Strategic efficiency and Innovation as determinant of selection and competition: Insights from a Pareto efficiency frontier analysis". (paper presented at 2010 *INFORMS* in honor of Willam W. Cooper. To be submitted to *Management Science*)

Lewin, A. Y., Massini, S., and Peeters, C., (2010), "Micro foundations of absorptive capacity capabilities: The role of individuals in shaping organizational routines", (revised paper is being prepared for submission to *Organization Science*)

TEACHING

- International Strategy
- Strategic Alliances
- Duke, Fuqua School of Business Alumni Briefing, NYC and Boston, "It's Not Your Father's Offshoring Industry Anymore"
- IIMA Duke Global Leaders Program, "Next Generation Offshoring"
- Duke Directors' Education Institute, "Global Race for Talent: Implications for Corporate Strategy"
- Strategy, Design and Implementation: Managing in Times of Accelerating Disorder
- Business Dynamics: Forging and Managing Strategic Alliances

- Organizational Design – Managing Strategic and Organization Change In Times of Increasing Disorder
- Managing in Times of Accelerating Disorder
- Age of Asia
- Faculty Development in International Business (FDIB), on “Teaching International Management,” Memphis University CIBER
- Faculty Development in International Business (FDIB), on “Strategies for Teaching International Negotiation,” Fuqua School of Business.

FUNDED RESEARCH (pror to 2005)

- Coopers and Lybrand (PriceWaterhouseCoopers), "Organizing for the 21st Century," \$20,000. 1998-1999.
- Citicorp Behavioral Sciences Research Council, “The Evolution of New Organizational Forms/U.S. Banking Industry,” \$15,000. January 1, 1998 - September 30, 1999.
- IBM Consulting Group, "New Organization Forms for the Information Age" (NOFIA), \$550,000. 1996-1998.
- National Science Foundation Doctoral Dissertation Research, “Information Technology and New Organization Form,” \$16,050. August 1, 1998-July 31, 2000.
- National Science Foundation, "Comparative Study of Emerging New Forms of Flexible, Global Organizations in Germany, Japan, and the United States," \$141,970. October 1, 1994 - September 30, 1996.
- Air Force Business Management Research Center, "Decision Process Simulation Models of Contractor Behavior: The Development of Effective Contract Incentives," \$174,000. October 1, 1979 - March 31, 1982.
- Department of Commerce, "State Owned Enterprises in Italy, France, Federal Republic of Germany and the United Kingdom," \$10,000. 1980-1982.
- Duke University Research Council - Major Grant, "State-Owned Enterprises in Western Industrialized Mixed Economics," \$3,872. 1981-1982.
- Office of Naval Research, "Information Processing Models of Peer Nominations," \$197,000. June 1975 - April 1979.
- Office of Naval Research, "Studies to Validate and Extend the Data Envelopment Analysis Method for Measuring Relative Efficiency of Decision Making Units," \$72,767. April 1, 1980 - November 1981.

EXECUTIVE EDUCATION

- Academic Director, *Successful Offshoring Strategies* (Scheduled March 15-18, 2009)
- Co academic director with Professor Dong-Kee Rhee for LG Chem *Global Advanced Management Program*

- Co-Director with Mitchell Koza, *Mastering Acquisitions Mergers and Strategic Alliances* (MAMSA), The Fuqua School of Business and Cranfield School of Management
- *Industrial Policy Studies*, Seoul Korea, LG Senior Managers leadership program
- Academic program Director *Global Executive Program* (GEP) (1996-1999)

ADMINISTRATIVE EXPERIENCE

- Chairman - Academic Council (two terms)
 - Restructured faculty university governance.
 - Represented faculty to central administration and trustees.
 - Participated in all board of trustee meetings and trustee executive committee meetings and addressed trustees on major university issues.
 - Initiated annual strategic planning retreats for joint trustees and academic council executive committees.
 - Participated in developing and reviewing annual university financial plans.
 - Established provost's faculty advisory process on academic priorities.
 - Established president's faculty advisory process for administrative oversight and major capital investments.
 - Initiated new search and five year evaluation procedures of university administrators (deans to president).
 - Initiated first Duke committees on minorities and women, which resulted in specific policies and goals.
 - Involved in searches for key university administrators.
 - Oversaw faculty process for restructuring the appointments, promotion, and tenure policies of Duke University.
- NSF Program Director for Decision Risk and Management Science (two years)
 - Created research mission and strategy.
 - Identified and nurtured multi-disciplinary constituency for the DRMS program.
 - More than doubled submission of proposals.
 - Augmented research awards with funding from other agencies and NSF programs.
 - Initiated and implemented support for long term collaborative multi-disciplinary research programs (made two awards of \$1.2 million for three years each).
- Founder and president of two management consulting firms (first-hand experience in having to meet payroll)

(1) Turnkey Interactive Management Systems (1973-1978) specialized in the design of decision support systems for small and medium size firms who had no in-house data processing capabilities. (2) Performance Analysis Corporation (1980-1986) specialized in organization re-design and operations management of service industries and public sector programs and agencies. The company also designed decision support systems for sales forecasting, site location, truck routing, and personnel scheduling.

- Founding Editor-In-Chief, Organization Science (1989 -1998)
 - Recognized need and obtained approval from TIMS to launch journal established editorial mission, policies, and reviewing procedures.
 - Coordinated activities of senior editors worldwide.
 - Responsible for financial and page budgets and marketing strategy.
 - Published journal on time from first issue.
 - Journal already ranked in top tier.
- Chair Curriculum Committee, FSB (1991 - 1993)
 - Involved in strategic reassessment of FSB and development of new mission and strategy.
 - Responsible for design, approval, and implementation of newly-redesigned curriculum.
- Chair Quality Steering Committee (1991 - 1992)
 - Responsible for planning and implementation of multi-year process to transform the FSB into a continually evolving and improving organization. This multi-year process affects every aspect of the educational, administrative, and research activities of the school.
- Annual Fuqua MBA Tour of Japanese Companies (first tour - May 1991)
 - Faculty leader
 - Planned and organized tour involving 15 Japanese Companies, student home stays, student debates, and tours of Japanese cultural centers.
 - Recruited Japanese companies to sponsor tour.

UNIVERSITY SERVICE

- Fuqua School of Business Committees:
 - Quality Steering Committee (Chairman) 1991-1992
 - Curriculum Committee (Chairman 1991-1993) 1990 - 1993
 - Judicial Board (chairman) 1988 - 1990

Weekend MBA committee, 1982.

Ad Hoc Committee to revise the by-laws, 1979-1980.

Executive Committee, 1978-1979.

Ad Hoc Committee on Fuqua School of Business, Organizational Problems and Solutions, Summer, 1978.

Ad Hoc Committee on Promotion and Tenure Policies (Chairman), 1974-1975.

Admissions Committee (Chairman), 1974-1977.

- Duke University Committees:

Academic Council (Chairman), 1982-1986 (two terms).

Advisory Committee on Trustee Nominations, 1986-1988

Academic Priorities Committee, 1984-1986, 1991 -

Administrative Oversight committee, 1982-1986, 1991.

Capital Campaign for the Arts & Sciences Steering Committee, 1983-1986.

Institute for Statistics and Decision Science Steering Committee, 1985-1987.

Center for International Studies Advisory Board 1980 - 1986.

Presidential Search Committee, 1984-1985.

Executive Committee Academic Council, 1981-1985.

Executive Committee Academic Council, 1981-1983.

Academic Council, 1977, 1980, 1982, 1998, 1999.

Executive Committee Academic Council (Secretary), 1979-1980.

Chancellor's Task Force on Year Round Education at Duke (Chairman), 1980.

OTHER ACTIVITIES

Member, Committee of Visitors, National Science Foundation, Program for Decision, Risk and Management Science, 1997.

Founding Editor-in-Chief, Organization Science, 1989. Organization Science is an official Journal of The Institute of Operations Research and Management Science (INFORMS).

Member, Advisory Review Panel, National Science Foundation, Program for Decision, Risk and Management Science, 1988 - 1989.

Departmental Editor, Management Science Department of Organization Analysis, Performance and Design, 1974-1987.

Chairman, TIMS College on Organizations, 1974-1976.

Editorial Board - Technological Forecasting and Social Change, Journal of Productivity Analysis, European Journal of Operations Research.

Reviewer for National Science Foundation, Social Sciences and Humanities Research Council of Canada, Economic and Social Sciences Research Council of UK.

General Chairman, XXIV TIMS International Meeting, June 1979, Hawaii.

Program Chairman, XX TIMS International Meeting, June 1973, Tel Aviv, Israel.

Member in good standing, Academy of Management, Academy of International Business, Association of Japanese Business Studies, Institute of Management Sciences.