

PETRA CHRISTMANN

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ACADEMIC APPOINTMENTS

- Since 2004 **Rutgers University, Rutgers Business School – Newark & New Brunswick**
Professor of Management & Global Business since 2014
Associate Professor of Management & Global Business 2008-2014
Assistant Professor of Management & Global Business 2004-2008
Chair, Department of Management & Global Business since July 2012
Vice-Chair, Department of Management & Global Business July 2010-June 2012
- 1997-2004 **University of Virginia, Darden Graduate School of Business Administration**
Assistant Professor of Business Administration
- 1992-1997 Various instructorships during Ph.D. program: **University of Minnesota, Carlson School** (1997); **University of Southern California** (1996); **California State University Northridge** (1995); **UCLA** (1992-94)

EDUCATION

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

AWARDS AND FELLOWSHIPS

- Since 2019 Fellow, Rutgers Institute for Social Innovation
- 2008, 2007 Nominated for Best Paper Award, Strategic Management Society Conference.
- 2008, 2007 Selected a Best Paper, ONE Division, Academy of Management.
- 2007 Nominated for Carolyn Dexter Best International Paper Award, Academy of Management.
- 2007 Finalist, Junior Faculty Research Excellence Award, Rutgers Business School.
- 2007 Finalist, Paul Nadler Teaching Excellence Award, Rutgers Business School.
- 2006 Finalist, Paul Nadler Teaching Excellence Award, Rutgers Business School.

- 2005 Finalist, Paul Nadler Teaching Excellence Award, Rutgers Business School.
- 2005 Honorable Mention, Dean's Award for Teaching Innovation, Rutgers Business School.
- 2002 Nominated for Class of 2002 Outstanding Faculty Award, Darden School, University of Virginia.
- 2002 Wachovia Award for Research Excellence, Darden School, University of Virginia.
- 2000 Wachovia Award for Research Excellence, Darden School, University of Virginia.
- 1999 Finalist for Best Paper Award, Greening of Industry Conference.
- 1999 Nominated for Best Paper Award, Strategic Management Society Conference.
- 1999, 2000 Outstanding Reviewer Award, ONE Interest Group, Academy of Management Meetings.
- 1990 - 1995 Anderson Doctoral Fellowship, Anderson Graduate School of Management, UCLA.
- 1990 - 1995 UCLA Graduate Division Fellowship.
- 1987 - 1988 German Academic Exchange Service (DAAD) Scholarship for studies at the University of British Columbia.

RESEARCH

Research Interests

- Corporate environmental sustainability and social responsibility strategies in the global economy
- Firm self-regulation
- Voluntary standards for governing firm conduct
- Measurement issues in strategy research
- Mergers & acquisitions
- Strategic Human Capital

Publications in Refereed Journals

- 2019 Montiel, Ivan, Petra Christmann & Trevor Zink, "The effect of sustainability standard uncertainty on certification decisions of firms in emerging economies," *Journal of Business Ethics*, 154(3): 667-681.
- 2016 Montiel, Ivan, Bryan Husted, and Petra Christmann, "Effects of local legitimacy on certification decisions to global and national CSR standards by multinational subsidiaries and domestic firms," *Journal of International Business Studies*, 47(3): 382-397.
- 2012 Montiel, Ivan, Bryan Husted, and Petra Christmann, "Using private management standard certification to reduce information asymmetries in corrupt environments," *Strategic Management Journal*, 33(9): 1103-1113.
- 2011 Aravind, Deepa and Petra Christmann, "Decoupling of standard implementation from certification: Do variations in ISO 14001 implementation affect facilities' environmental performance?," *Business Ethics Quarterly*, 21(1): 73-102.
Reprinted in: John Jermier (Ed.), *Corporate Environmentalism and the Greening of Organizations*, London, UK: Sage Publications, 2013.
- 2011 Schuler, Douglas A., and Petra Christmann, "The effectiveness of market-based social governance schemes: The case of Fair Trade coffee," *Business Ethics Quarterly*, 21(1): 133-156.
- 2010 Cording, Margaret, Petra Christmann, and Carmen Weigelt, "Measuring theoretically complex constructs: The case of acquisition performance," *Strategic Organization*, 8(1): 11-41.

- 2008 Cording, Margaret, Petra Christmann, and David King, "Reducing causal ambiguity in acquisition integration: Intermediate goals as mediators of integration decisions and acquisition performance," *Academy of Management Journal*, 51(4): 744-769.
- 2006 Christmann, Petra, and Glen Taylor, "Firm self-regulation through international certifiable standards: Determinants of symbolic versus substantive implementation," *Journal of International Business Studies*, 37(6): 863-878
- 2004 Christmann, Petra, "Multinational companies and the natural environment: Determinants of global environmental policy standardization," *Academy of Management Journal*, 47(5): 747-760.
Reprinted in: Klaus E. Meyer (Ed.), *Multinational Enterprises and Host Economies*, Edward Elgar Publishing, 2009.
- 2002 Christmann, Petra, and Glen Taylor, "Globalization and the environment: Strategies for international voluntary environmental initiatives." *Academy of Management Executive*, 16(3): 121-135.
- 2001 Christmann, Petra, and Glen Taylor, "Globalization and the environment: Determinants of firm self-regulation in China," *Journal of International Business Studies*, 32(3): 439-458.
Reprinted in: Jonathan Michie (Ed.), *Globalization and Democracy*, The International Library of Critical Writings in Economics Series, Edward Elgar Publishing, 2017..
Reprinted in: John Jermier (Ed.), *Corporate Environmentalism and the Greening of Organizations*, London, UK: Sage Publications, 2013.
Finalist: 2011 JIBS Decade Award (among five most cited papers published in *Journal of International Business Studies* in 2001)
- 2000 Christmann, Petra, "Effects of 'best practices' of environmental management on cost advantage: The role of complementary assets," *Academy of Management Journal*, 43(4): 663-880.
- 1999 Christmann, Petra, Diana L. Day, and George S. Yip, "The relative influence of country conditions, industry structure and business strategy on MNC subsidiary performance," *Journal of International Management*, 5: 241-265.
- 1990 Christmann, Petra, and Kálmán Dezséri, "Hozzáadottérték-adórendszerek harmonizálása-Európai Közösségek 1992" (Harmonization of Value Added Taxation - European Community 1992), *Pénzügyi Szemle* (Journal of the Hungarian Ministry of Finance) Budapest, Hungary, : 34 (4): 251-258..

Book Chapters and Best Paper Conference Proceedings

- 2011 Christmann, Petra, and Glen Taylor, "International business and the environment," in: Pratima Bansal and Andrew Hoffman (eds.), *The Oxford Handbook on Business and the Environment*, Oxford, U.K.: Oxford University Press.
- 2009 Taylor, Glen, and Petra Christmann, "Understanding the self-regulation potential of voluntary international initiatives for corporate conduct: The role of sponsor goals," in: John R. McIntyre, Silvester Ivanaj, and Vera Ivanaj (eds.), *Multinational Enterprises and the Challenge of Sustainable Development*, Edward Elgar Publishing.
- 2008 Aravind, Deepa, and Petra Christmann, "Institutional and resource-based determinants of substantive implementation of ISO 14001," *2008 Academy of Management Best Paper Proceedings*.

- 2007 Aravind, Deepa, and Petra Christmann, "Substantive versus symbolic implementation of ISO 14001: The role of corporate headquarters," *2007 Academy of Management Best Paper Proceedings*.
- 2006 Christmann, Petra, and Glen Taylor, "Globalization and the development of competing standards for corporate conduct" in Sushil Vachani (ed.), *Transformations in Global Governance: Implications for Multinationals and other Stakeholder*, Edward Elgar Publishing.
- 2003 Christmann, Petra, and Glen Taylor, "Environmental self-regulation in the global economy: The role of firm capabilities," in Sarianna Lundan (ed.) *"Multinationals, environment and global competition,"* JAI/Elsevier Series' Research in Global Strategic Management,' Vol. 8.
- 2000 Christmann, Petra, and Gretchen A. Kalsow, "Global E-commerce companies versus brick-and-mortar companies: Decomposing the distribution value chain," included in the "Best Paper Proceedings" of the *Journal of International Business Studies Conference and Symposium on Electronic Commerce and Global Business*, May.
- 1999 Christmann, Petra, and Glen Taylor, "Globalization and the environment: Evidence from China," included in the "Best Paper Proceedings" and finalist for the "Best Paper Award" at the *International Greening of Industry Network Conference*, Chapel Hill, NC, November.

Papers under Review

Aydinliyim, Lauren and Petra Christmann, "Public Policy Induced Changes in Human Capital Factor Market Imperfections: How Non-Compete Policy Affects Firm Performance," under review at *Strategic Management Journal*, July 2021

Working Papers and Work in Progress

- Montiel, Ivan. Remy Balarezo, Elena Vidal and Petra Christmann, "Should I stay or should I go? Why firms abandon third-party certifications," preparing for submission to *Strategic Management Journal*.
- Christmann, Petra, Gunae Choi, and Ivan Montiel, "Shareholder responses to expected changes in CSR: Do target-acquirer CSR differences affect value creation from acquisitions?" Revising for submission to *Organization Science*.
- Choi, Gunae, Petra Christmann and Ajai Gaur, "Market Response to differences in the stringency of environmental regulations between acquirer and target countries." Working Paper
- Choi, Gunae, Petra Christmann, Ajai Gaur and T. Kim, "Target CSR as signal in acquisitions: Its effect of acquisition premium." Working Paper
- Dewi, Grace, and Petra Christmann, "Does online banking lead to financial inclusion in emerging economies?" Research in progress

Other Publications: Teaching Materials

- 2002 *EAC Nutrition: Regional Expansion Strategy* (with Jin Leong, Michelle Tan and Morten Schott Knudsen), Teaching Case, Darden Case Collection, University of Virginia, UVA-BP-0449.
- 2002 *EAC Nutrition: Regional Expansion Strategy – Teaching Note* (with Jin Leong and Morten Schott Knudsen), Darden Case Collection, University of Virginia, UVA-BP-0449TN (15 pages).
- 2002 *The Asian Port Wars* (with Jin Leong), Teaching Case, Darden Case Collection, University of Virginia, UVA-BP-0464.
- 2002 *The Siam Commercial Bank – Weathering through the Asian Storm (A&B) – Teaching Note* Darden Case Collection, University of Virginia UVA-BP-0443TN.

- 2002 *Brazil – The Real Plan (A, B, C) – Teaching Note*, Darden Case Collection, University of Virginia, UVA-BP-0429TN.
- 2002 *Note of Exchange Rate Regimes*, Technical Note, Darden Case Collection, University of Virginia. UVA-BP-0456.
- 2002 *Exchange Rates: Definitions and the Real Exchange Rate*, Technical Note, Darden Case Collection, University of Virginia, UVA-BP-0457.
- 2002 *Balance of Payments – Interpretation and Exercise*. Darden Case Collection, University of Virginia. UVA-BP-0473.
- 2001 *The Siam Commercial Bank – Weathering through the Asian Storm (A)* (with Mark Sriaporn), Teaching Case, Darden Case Collection, University of Virginia; UVA-BP-0443.
- 2001 *The Siam Commercial Bank – Weathering through the Asian Storm (B)* (with Mark Sriaporn), Teaching Case, Darden Case Collection, University of Virginia, UVA-BP-0444.
- 2001 *Brazil – The Real Plan (A)* (with Heitor Carrera), Teaching Case, Darden Case Collection, University of Virginia, UVA-BP-0429.
- 2001 *Brazil – The Real Plan (B)* (with Heitor Carrera), Teaching Case, Darden Case Collection, University of Virginia, UVA-BP-0430.
- 2001 *Brazil – The Real Plan (C)* (with Heitor Carrera), Teaching Case, Darden Case Collection, University of Virginia, UVA-BP-0431.
- 2001 *Fiscal And Monetary Policy*(with Melissa Appleyard), Technical Note, Darden Case Collection, University of Virginia. UVA-BP-0453.
- 2001 *The Income Multiplier*, Technical Note, Darden Case Collection, University of Virginia. UVA-BP-0454 (with Melissa Appleyard).
- 2001 *Monetary Policy And The Money Multiplier*, Technical Note and Spreadsheet Exercise, Darden Case Collection, University of Virginia. UVA-BP-0455 (with Melissa Appleyard).
- 1998 *Daimler-Benz A.G.: Negotiations between Daimler and Chrysler* (with Robert Bruner and Robert Spekman), Teaching Case, Darden Case Collection, University of Virginia, UVA-F-1241.
- 1998 *Chrysler Corporation: Negotiations between Daimler and Chrysler* (with Robert Bruner and Robert Spekman), Teaching Case, Darden Case Collection, University of Virginia, UVA-F-1240.

Doctoral Committees

Dissertation Committee Member, Won Hyung Lee, Department of Economics in New Brunswick, 2019.

Dissertation Committee Chair, Lauren E. Aydinliyim, Rutgers Business School, 2018; Initial Appointment: Assistant Professor (tenure track), Baruch College – The City University of New York.

Dissertation Committee Member, Hyun-Gon Kim, Rutgers Business School, 2017; Initial Appointment: Assistant Professor of Professional Practice, Rutgers University.

Dissertation Committee Chair, Grace Dewi, Rutgers Business School, 2017; Initial Appointment: Center for Strategic and International Studies (CSIS), Jakarta, Indonesia.

Dissertation Committee Chair, Gunae Choi, Rutgers Business School, 2016; Initial Appointment: Assistant Professor (tenure track), Manhattan College.

Dissertation Committee Chair, Denis Hamilton, Rutgers Business School, 2014; Initial Appointment: Assistant Professor of Professional Practice, Rutgers University.

Dissertation Committee Chair, Ken Chung, Rutgers Business School, 2012; Initial Appointment: Assistant Professor (tenure track), California State University East Bay.

Dissertation Committee Member, Jun Li, Rutgers Business School, 2012; Initial Appointment: Assistant Professor (tenure track), Southwest Minnesota State University.

Dissertation Committee Member, Hyuk Kim, Division of Global Affairs, Rutgers University, 2009; Initial Placement, Assistant Professor (tenure track) Martin University, Indianapolis.

Dissertation Committee Chair, Deepa Aravind, Rutgers Business School, 2008. Initial Appointment: Assistant Professor (tenure track), City University of New York, College of Staten Island.

Dissertation Committee Member, Margaret Cording, Darden School, University of Virginia, 2003; Initial Appointment: Assistant Professor (tenure track), Rice University, Jones Graduate School of Management.

Outside Dissertation Examiner, Mikel Ham, Department of Economics, University of Virginia, 1998; Placement in Consulting Industry.

Research Grants

2009-2010 Rutgers Business School Research Resources Committee, Research Grant.

2008-2009 Rutgers Business School Research Resources Committee, Research Grant.

2007-2008 Rutgers Business School Research Resources Committee, Research Grant.

2006-2007 Rutgers Business School Research Resources Committee, Research Grant.

2005-2006 Rutgers Business School Research Resources Committee, Research Grant.

2002- 2004 Asia Pacific Economic Cooperation (APEC), Grant for research on "Cross-cultural understanding of implementation of standards and accreditation in supply chain management." Project under authority of the APEC Human Resources Standing Committee.

1999 Asia Pacific Economic Cooperation (APEC), Grant for research on "Standard-based management practices and conformity in APEC member countries." Project under joint authority of the APEC Standing Committee on Standards and Conformance and the Business Management Network.

1994 - 1996 UCLA Center for International Business Research (CIBER), Grant for Dissertation Research.

Refereed Conference Presentations

2021 Montiel, Ivan, Elena Vidal, Remy Balarezo, and Petra Christmann "Should I Stay or Should I Go? Theorizing on Private Standard Decertification," *Academy of Management Annual Meeting*, held virtually due to COVID 19, August 2021.

Montiel, Ivan, Elena Vidal, Remy Balarezo, and Petra Christmann "Should I Stay or Should I Go? Theorizing on Private Standard Decertification," *Alliance for Research on Corporate Sustainability Annual Research Conference*, held virtually due to COVID 19, June 2021

2020 Aydinliyim, Lauren E., and Petra Christmann, "Firm Performance After California's Refusal to Enforce Out-of-State Employee Non-Compete Agreements," *Academy of Management Annual Meeting*, held virtually due to COVID-19, August 2020.

- 2019 Montiel, Ivan, Elena Vidal, Remy Balarezo, and Petra Christmann, "Why Firms Abandon Third-Party Certifications? The Quest to Uncover an Understudied Phenomenon," *Strategic Management Society Annual Conference*, Minneapolis, MN, October 2019.
- Choi, Gunae, Petra Christmann and Ivan Montiel, "Effects of Employee-Focused CSR Changes on Acquisition Performance," *Academy of Management Conference*, Boston, MA, August 2019
- Aydinliyim, Lauren and Petra Christmann, "Opening the Labor Market Doors: Firm performance following California's refusal to enforce out-of-state employee non-compete agreements," *Asia Academy of Management (AAOM) Conference* in Bali, Indonesia, June 19-21, 2019
- 2018 Aydinliyim, Lauren E. and Petra Christmann, "Investor Responses to Changing Enforceability of Employee Non-Competes," *38th Annual Conference of the Strategic Management Society*, Paris France, September 2018
- 2016 Choi, Gunae, Petra Christmann, Ajai Gaur and T. Kim "Target's CSR as a Signal in Acquisitions: Its Effect on Acquisition Premium" *7th International Conference on Corporate Sustainability and Responsibility*, Berlin Germany, September 2016
- Choi, Gunae, Petra Christmann and Ajai Gaur, "Difference in Environmental Regulation Stringency and Market Reaction to Cross-Border Mergers and Acquisitions," *7th International Conference on Corporate Sustainability and Responsibility*, Berlin Germany, September 2016
- Choi, Gunae, Petra Christmann, and Ivan Montiel, "Stakeholder responses to expected changes in CSR: Do CSR ratings affect value creation from acquisitions? The role of target stakeholder responses" *Group for Research on Organizations and the Natural Environment (GRONEN) Research Conference 2016*, Hamburg, Germany, May 2016.
- 2015 Choi, Gunae, Petra Christmann and Ajai Gaur, "Market response to differences in environmental regulation stringency between acquirer and target country," *35th Annual Conference of the Strategic Management Society*, Denver, Colorado.
- Choi, Gunae, Petra Christmann, Ajai Gaur and T. Kim. "Target CSR as a signal in acquisitions: Its effect on acquisition premium," *35th Annual Conference of the Strategic Management Society*, Denver, Colorado.
- Choi, Gunae, Petra Christmann and Ajai Gaur, "Market response to differences in environmental regulation stringency between acquirer and target country," *Academy of Management Meetings*, Vancouver, Canada.
- Choi, Gunae, Petra Christmann, Ajai Gaur and T. Kim, "Target CSR as a signal in acquisitions: Its Effect on acquisition premium," *Academy of Management Meetings*, Vancouver, Canada.
- Husted, Bryan, Ivan Montiel, and Petra Christmann, "The effect of nearby adopters on environmental practice diffusion," *Academy of Management Meetings*, Vancouver, Canada.
- Christmann, Petra, Ivan Montiel, and Trevor Zink, "International voluntary certifiable standards in emerging economies: Institutional void fillers or non-tariff trade barriers?" *Academy of International Business Conference*, Bangalore, India.
- Choi, Gunae, Petra Christmann, Ajai Gaur and T. Kim, "Target CSR as a signal in acquisitions: Its effect on acquisition premium," *7th Annual Alliance for Research on Corporate Sustainability (ARCS) Conference*, Kellogg School of Management, Northwestern University, Chicago, IL.

- 2014 Choi, Gunae, Petra Christmann, and Ivan Montiel, "Do CSR ratings effect value creation from acquisitions? The role of target stakeholder responses" *6th International Conference on Corporate Sustainability and Responsibility*, Berlin Germany.
- Christmann, Petra, Ivan Montiel, and Trevor Zink, "Are voluntary certification programs effective tools to fill institutional voids: An emerging economies perspective," *6th International Conference on Corporate Sustainability and Responsibility*, Berlin Germany.
- Montiel, Ivan, Petra Christmann, and Trevor Zink, "The complexity of voluntary sustainability standards: An emerging economies perspective," *Academy of Management Meetings*, Philadelphia, PA.
- Choi, Gunae, Petra Christmann, and Ivan Montiel, "Stakeholder responses to expected changes in CSR: Do CSR ratings effect value creation from acquisitions?" *Academy of Management Meetings*, Philadelphia, PA.
- Montiel, Ivan, Petra Christmann, and Trevor Zink, "The complexity of voluntary sustainability standards," *International Association for Business & Society*, Sydney, Australia.
- Choi, Gunae, Petra Christmann, and Ivan Montiel, "Stakeholder responses to expected changes in CSR: Do CSR ratings effect value creation from acquisitions?" *6th Annual Alliance for Research in Corporate Sustainability (ARCS) Conference*, Johnson School of Management, Cornell University, NY.
- Montiel, Ivan, Petra Christmann, and Trevor Zink, "The complexity of voluntary sustainability standards: An emerging economies perspective," *2nd Annual UCSB Environmental Politics Conference*, University of California Santa Barbara.
- Husted, Bryan, Ivan Montiel, and Petra Christmann, "The Impact of Micro-Local Density on Mimetic Isomorphism among Multinational Enterprises in Mexico," *Academy of International Business- Latin American Chapter Conference*, Medellin, Colombia.
- 2013 Christmann, Petra, and Ivan Montiel, "Exploring the Complexity of Private Sustainability Standards: An Emerging Economies Perspective," *33rd Annual Conference of the Strategic Management Society*, Atlanta, GA, October.
- Husted, Bryan, Ivan Montiel, and Petra Christmann, "What is my Neighbor Up To? The Effect of Local Density on the Diffusion of Certifiable Corporate Social Responsibility Practices among Multinational Enterprises and Domestic Firms," *Academy of International Business Annual Meeting*, Istanbul, Turkey, July.
- Montiel, Ivan, Bryan Husted, and Petra Christmann, "Organizational Geography and Institutional Duality in the Diffusion of CSR Practices," *Academy of Management Africa Conference*, Johannesburg, South Africa, January.
- 2012 Choi, Gunae, and Petra Christmann, "Effects of Acquisition CSR Characteristics on Shareholder Value," *2012 Academy of Management Meetings*, Boston, MA, August.
- Montiel, Ivan, and Petra Christmann, "Uncertainty about Private Environmental Regulations: An Emerging Economies Perspective," *2012 Academy of Management Meetings*, Boston, MA, August.
- Montiel, Ivan, Bryan Husted, and Petra Christmann, "Organizational geography and institutional duality in the diffusion of certifiable corporate social responsibility practices," *Greening of Industry Network Conference 'Public and Private Strategies for Sustainable Regional Development'*, Mexico City, April.

- 2011 Montiel, Ivan, Bryan Husted, and Petra Christmann, "Institutional Differentiation in the Adoption of Certifiable Management Programs," *31st Annual International Conference of the Strategic Management Society*, Miami, Florida, November.
- Cording, Margaret and Petra Christmann, "Form over Substance: The Differential Effects of Embedded versus Non-embedded Integration Practices on Acquisition Performance," *31st annual International Conference of the Strategic Management Society*, Miami, Florida, November.
- Montiel, Ivan, and Petra Christmann, "Private Environmental Regulation in Emerging Economies," presented in the Symposium "Corporate Sustainability in Emerging Economies," Finalist for Emerald Best International Symposium Award, *2011 Academy of Management Meetings*, San Antonio, TX, August.
- 2010 Schuler, Douglas A., and Petra Christmann, "Fair Trade Certification and Consumer Behavior," *2010 Academy of Management Meetings*, Montreal, Canada, August.
- Christmann, Petra, "ISO 14001 in Emerging Economies: Drivers of Certification and Effectiveness" presented at the Showcase Symposium "Buying Better Lemons: The Diffusion of Environmental Standards," *2010 Academy of Management Meetings*, Montreal, Canada, August.
- Montiel, Ivan, Bryan Husted, and Petra Christmann, "Corruption and Environmental Certification: The Case of ISO 14001 in Mexico," *Alliance for Research on Corporate Sustainability (ARCS) 2nd Annual Conference*, Harvard Business School, Cambridge, MA, May 2010
- 2009 Aravind, Deepa, and Petra Christmann, "Decoupling of Standard Implementation from Certification: Implications for Firm Self-Regulation," *2009 Academy of Management Meetings*, Chicago, IL, August.
- Montiel, Ivan, Bryan Husted, and Petra Christmann, "Corruption and Environmental Certification: The Case of ISO 14001 in Mexico," *2009 Academy of Management Meetings*, Chicago, IL, August.
- Taylor, Glen, and Petra Christmann, "Understanding the self-regulation potential of voluntary international initiatives for corporate conduct: The role of sponsor goals," *2009 Academy of Management Meetings*, Chicago, IL, August.
- 2008 Chung, Ken, and Petra Christmann, "Measure Twice, Cut Once: Another Look at Environmental Performance and Strategies," *28th Annual International Conference of the Strategic Management Society*, Cologne, Germany, October.
- Nominated for consideration for *Best Paper Award*.
- Aravind, Deepa, and Petra Christmann, "Institutional and Resource-Based Determinants of Substantive Implementation of ISO 14001," *2008 Academy of Management Meetings*, Anaheim, CA, August.
- Selected for *Best Paper Proceedings*.
- Aravind, Deepa, and Petra Christmann, "*Determinants of Routinization and Innovation when Implementing a Management Practice*," *2008 Academy of Management Meetings*, Anaheim, CA, August.
- 2007 Cording, Margaret, David King, and Petra Christmann, "The Power Of Feedback: Intermediate Goals As Mediators Of Integration Decisions And Acquisition Performance," *27th Annual International Conference of the Strategic Management Society*, San Diego, CA October. Nominated for consideration for *Best Paper Award*.

- Martin-Tapia, Inmaculada, Petra Christmann, and Juan Alberto Aragon-Correa, "Responsible environmental strategies and export performance: The role of environmental strategy transparency," *2007 Academy of Management Meetings*, Philadelphia, PA, August.
Nominated for academy-wide *Carolyn Dexter Best International Paper Award*.
- Aravind, Deepa, and Petra Christmann, "Substantive versus symbolic implementation of ISO 14001: The role of corporate headquarters" *2007 Academy of Management Meetings*, Philadelphia, PA, August.
Selected for *Best Paper Proceedings*.
- Aravind, Deepa, and Petra Christmann, "Global Environmental Standards: A facility-level examination of the implementation of ISO 14001," *International Center for Corporate Accountability (ICCA)'s 2nd International Conference*, Baruch College, New York, NY, June.
- Aravind, Deepa, and Petra Christmann, "Quality of implementation of the ISO 14001 environmental management system: The Role of corporate headquarters," *2007 Eastern Academy of Management*, New Brunswick, NJ, May.
- Aravind, Deepa, and Petra Christmann, "Firm self-regulation through certifiable environmental standards: Substantive versus symbolic implementation of ISO 14001 environmental management system," *2nd Annual Conference on Institutional Mechanisms for Industry Self-Regulation*, Harvard University, Cambridge, MA, February.
- 2006 Taylor, Glen, and Petra Christmann, "The design and implementation of certifiable global corporate social responsibility standards," *26th Annual International Conference of the Strategic Management Society*, Vienna, Austria, October.
- Cording, Margaret, Petra Christmann, and Carmen Weigelt, "Measuring an elusive construct called acquisition performance," *Academy of Management Meetings*, Atlanta, GA, August.
- Cording, Margaret, David King, and Petra Christmann, "Extending the chain of M&A relationships: Goals, integration processes & performance outcomes," *Academy of Management Meetings*, Atlanta, GA, August.
- Schuler, Douglas A., Margaret Cording, and Petra Christmann, "Fair Trade: An ethical alternative to globalization or another marketing gimmick?" *2006 Society of Business Ethics Annual Meeting*, Atlanta, GA, August.
- Christmann, Petra, and Glen Taylor, "Firm self-regulation through international certifiable standards: Determinants of symbolic versus substantive implementation", *Academy of International Business Annual Meeting*, Beijing, China, June.
- Christmann, Petra, and Glen Taylor, "Firm self-regulation through international certifiable standards: Determinants of symbolic versus substantive implementation", *1st Annual Conference on Institutional Mechanisms for Industry Self-Regulation*, Dartmouth University, Hanover, NH, February.
- 2005 Christmann, Petra, and Glen Taylor, "Globalization and the development of competing standards for corporate conduct", *Academy of International Business Annual Meeting*, Quebec City, Canada, July.
- 2004 Cording, Margaret L., Carmen Weigelt and Petra Christmann, "Evaluating acquisition performance: A comparison of three measures", *24th Annual International Conference of the Strategic Management Society*, San Juan, PR, November.

- 2003 Christmann, Petra, "Promoting Transparency of firms' environmental conduct in the global economy," All-Academy Symposium at the *Academy of Management Meetings*, Seattle, WA, August.
- 2002 Christmann, Petra, and Glen Taylor, "Determinants of ISO adoption in emerging economies: Insights from institutional and transaction cost theories," *Academy of Management Meetings*, Denver, CO, August.
- Cording, Margaret, L. Petra Christmann and Jay Bourgeois, III, "A Focus on resources in M&A success: A literature review and research agenda to resolve two paradoxes," *Academy of Management Meetings*, Denver, CO, August.
- Christmann, Petra, and Glen Taylor, "Globalization and the environment: Strategies for international voluntary environmental initiatives," *Academy of International Business Annual Meeting*, San Juan, PR, June.
- 2001 Cording, Margaret, L. Jay Bourgeois, III, and Petra Christmann "Paradox in Mergers & Acquisitions: A review of the literature and a research agenda," *21st International Conference of the Strategic Management Society*, San Francisco, CA, October.
- 2000 Christmann, Petra, "Globalization and the environment: Drivers of standardization of environmental strategies in multinational companies," *20th International Conference of the Strategic Management Society*, Vancouver, Canada, October.
- Christmann, Petra, and Glen Taylor, "Globalization and the environment: The role of ISO 14000," *Academy of Management Meetings*, Toronto, Canada, August.
- 1999 Christmann, Petra, and Glen Taylor, "Globalization and the environment: The role of nongovernmental pressures," *Academy of International Business Annual Meeting*, Charleston, SC, November.
- Christmann, Petra, and Glen Taylor, "Globalization and the environment: Evidence from China," *International Greening of Industry Network Conference*, Chapel Hill, NC, November. Finalist for Best Paper Award.
- Christmann, Petra, "Environmental strategy and firm competitiveness: The role of complementary assets," *19th International Conference of the Strategic Management Society*, Berlin, Germany, October. Nominated for consideration for "Best Paper Award." Christmann, Petra, "Environmental strategies and firm competitiveness: A critical review of the evidence and new directions," *Academy of Management Annual Meeting*, Chicago, IL, August. 1998 Christmann, Petra, "Barriers to imitability of leading-edge environmental practices: The role of firm resources and capabilities," *18th International Conference of the Strategic Management Society*, Orlando, FL, November.
- Christmann, Petra, "Multinational Companies and the Natural Environment: Determinants of Environmental Strategy Globalization," *Academy of International Business Annual Meeting*, Vienna, Austria, October.
- Christmann, Petra, "Integrating business strategy in the analysis of 'best practices' of environmental management: The role of firm resources and capabilities," *Institute for Operations Research and the Management Sciences (INFORMS) Fall Meetings*, Seattle, WA, October. Christmann, Petra, "Effects of 'best practices' of environmental management on firm competitiveness: The role of firm resources and capabilities," *Academy of Management Meetings*, San Diego, CA August.

- 1997 Christmann, Petra, "'Green' competencies: The role of firms resources and capabilities in the relationship between environmental practices and competitiveness," *17th International Conferences of the Strategic Management Society*, Barcelona, Spain, October.
- 1996 Christmann, Petra, "Green and Competitive? An Empirical Analysis of the Relationship between Environmental Strategies and Competitive Position," *16th International Conference of the Strategic Management Society*, Phoenix, AZ, November.
- Christmann, Petra, "Globalization of Environmental Strategies: Effects on Competitive Advantage," *Academy of International Business Annual Meeting*, Banff, Canada, September.
- Christmann, Petra, "Environmental Strategies and Competitive Advantage: Theoretical Considerations," Panel Session "Environmental Regulation and International Competition: The Case of NAFTA," *Academy of International Business Annual Meeting*, Banff, Canada, September.
- 1995 Christmann, Petra, Diana L. Day, and George S. Yip, "Does Country Matter? Determinants of Subsidiary Performance in Developed and Developing Countries," *Academy of Management Meetings*, Vancouver, Canada, August.
- Christmann, Petra, "Overcompliance with Environmental Regulation - An Economic Perspective," *Institute for Operations Research and the Management Sciences (INFORMS) Spring National Meeting*, Los Angeles, April.
- 1994 Day, Diana L., George S. Yip, and Petra Christmann, "The Relative Impact of Country Conditions, Market Structure and Business Strategy on MNC Profitability," *Academy of International Business Annual Meeting*, Boston, October.
- Christmann, Petra, "The Effect of Environmental Regulation on the Task Environment of Multinational Enterprises," *Asilomar Conference of the Stanford Center for Organizational Research*, April.
- 1993 Christmann, Petra, and Aya Chacar, "Towards an Understanding of Inter-Organizational Networks," *Asilomar Conference of the Stanford Center for Organizational Research*, May.

Selected Invited Presentations

- "Overcoming Information Asymmetries in Global Supply Chains: The Role of International Certifiable Standards,"
Summit on Risk Management and Risk Mitigation in the Supply Chain, Rutgers Business School, New Brunswick, NJ, April 2008.
- "International certifiable standards as tools for self-regulation in the global economy: Prospects and limitations of ISO 14001,"
Workshop on Corporate Social Responsibility (CSR), Yale University, New Haven, CT, January 2007.
- "Prospects and limits of voluntary international environmental standards as tools for firm selfregulation," (with Glen Taylor),
Research Colloquium on Sustainable Development & Multinational Enterprise, Georgia Tech, Atlanta, GA, October 2006.
- "Customer-supplier relationships and the adoption and implementation of certifiable standards,"
Supply Chain Seminar, Rutgers Business School, Newark, NJ, October 2006.

“Firm self-regulation through international certifiable standards: Determinants of symbolic versus substantive implementation”,

Management Seminar, Rice University, Houston, TX, March 2006.

“Certifiable international standards for corporate conduct,”

Colloquium on Globalization, the Location of Technological Knowledge Creation, and Economic Development, Center for Global Change and Governance, Rutgers University, April 2005.

“Globalization and international certifiable standards for corporate conduct” (with Glen Taylor)

Conference on Transformations in Global Governance: Implications for Multinationals and other Stakeholders, Boston University, October 2004.

“International non-governmental standards for corporate environmental conduct,”

Journal of International Business Studies First Annual Conference on Emerging Research Frontiers in International Business, Duke University, Durham NC, March 2003.

“Environmental strategies of multinational chemical companies: Global integration or national responsiveness?,”

World Resources Institute BELL Conference, Los Angeles, CA, August. 1998

“Two essays on the relationship between environmental strategies and firm competitiveness”

Ethics, Invention and Design Seminar, School of Engineering and Applied Science, University of Virginia, April 1998.

TEACHING

Courses Taught

Undergraduate:

Business Strategy. Rutgers University.

International Management. University of Minnesota.

International Business. California State University, Northridge.

MBA:

Strategic Management, Rutgers University.

Management of International Business. Darden School, University of Virginia.

Business and the Political Economy. Darden School, University of Virginia.

EMBA:

International Business. Rutgers University.

One day EMBA session on *Corporate Social Responsibility*, Rutgers University.

Executive Education:

The Global Environment of Business. Darden School, University of Virginia.

A Global Perspective on CSR, CSR Certificate Program, Rutgers Business School Executive Education

Doctoral:

Seminar in Strategic Management, Rutgers University.

Special Topics in Strategy, Rutgers University.

PROFESSIONAL ACTIVITIES AND SERVICE

Editorial Boards and Reviewing

Editorial Board: *Journal of International Business Studies*, 2001-2002; 2007-2012; 2015-2016.

Ad Hoc Reviewer: *Strategic Management Journal*

Academy of Management Journal

Academy of Management Review

Academy of Management Executive

Administrative Science Quarterly
Business Ethics Quarterly
IEEE Transactions in Engineering Management
Interfaces
Journal of Business Research
Journal of Management Studies
Management Science
Organization Science
Production and Operations Management.

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

Other Service in Professional Organizations

- Member, Academy of International Business *Alan M. Rugman Young Scholar Award* Selection Committee, since 2018.
- Organizer, Journal of International Business Studies Paper Development Workshop, *Academy of International Business Annual Meetings*, New Orleans, LA, June 2016.
- Organizer, Journal of International Business Studies Paper Development Workshop, *Academy of International Business Annual Meetings*, Bengaluru, India, June 2015.
- Organizer, Journal of International Business Studies Paper Development Workshop, *Academy of International Business Annual Meetings*, Vancouver Canada, June 2014.
- Distinguished Speaker, International Management Mid-Career Workshop: Success after Promotion, *Academy of Management Meetings*, August 2013.
- Organizer, Journal of International Business Studies Paper Development Workshop, *Academy of International Business Annual Meetings*, Istanbul, Turkey, July 2013.
- Organizer, Journal of International Business Studies Paper Development Workshop, *Academy of International Business Annual Meetings*, Washington, D.C., July 2012.
- All-Academy Program Team Member, *Academy of Management Meetings*, 2011.
- Organizer, Journal of International Business Studies Paper Development Workshop, *Academy of International Business Annual Meetings*, Nagoya, Japan, June 2011.
- Facilitator, SMS Doctoral Consortium, *Strategic Management Society International Conference*, 2008.
- Presenter, ONE/SIM Junior Faculty Consortium, *Academy of Management Meetings*, 2008.
- Mentor, SIM & ONE Manuscript Development Workshop, *Academy of Management Meetings*, 2008.
- Professional Development Workshop, *Verband der Hochschullehrer für Betriebswirtschaft (German Academic Association for Business Research Annual Conference)*, 2008.
- Visiting Professor, *oikos Ph.D. Summer Academy*, St. Gallen, Switzerland, August 2006.
- Program Committee Member, Organizations and the Natural Environment Interest Group, *Academy of Management*, 2005-2008.
- Teaching Committee Member, Business Policy and Strategy Division, *Academy of Management*, 2000-2002.

Organizer, “Bringing Technology into the Classroom: Teaching with Multimedia Cases and Simulations”,

Professional Development Workshop at the *Academy of Management Meetings*, 2001

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

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

University Service

Course Coordinator, required undergraduate Business Policy and Strategy course, Rutgers Business School, about 50 sections offered per year, taught by about 20 different faculty members, since 2016.

Chair, Technology Management Research Center Task Force, Rutgers Business School, May 2013-December 2014.

Chair, Recruiting Committee for Large Section Instructors, Management & Global Business Department, Rutgers University, 2012-2013.

Chair, Strategic Management Recruiting Committee, Management & Global Business Department, Rutgers University, 2011-2012.

Research Resources Committee, Rutgers Business School, 2009-2011.

Strategic Management Recruiting Committee, Management & Global Business Department, Rutgers University, 2009-2010.

Ph.D. Student Selection Committee, Management & Global Business Department, Rutgers University, 2009-10.

Coordinator for Ph.D. Student Comprehensive Exam, Management & Global Business Department, Rutgers University, 2009-2010.

Ph.D. Student Selection Committee, Management & Global Business, Rutgers University, 2007-08.

Strategic Management Recruiting Committee, Management & Global Business Department, Rutgers University, 2007-2008.

Coordinator, Rutgers Management & Global Business Department Seminar Series, Fall 2006.

Ph.D. Student Selection Committee, Management & Global Business Department, Rutgers University, 2005-06.

MBA Policy Committee, Rutgers Business School, 2005-2006.

Teaching Methods and Innovation Committee, Rutgers Business School, 2005-2006.

Recruiting Committee, Management & Global Business Department, Rutgers University, 2004-2005.

Faculty Advisor, European Society (Darden Student Club), 2002-2004.

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

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

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