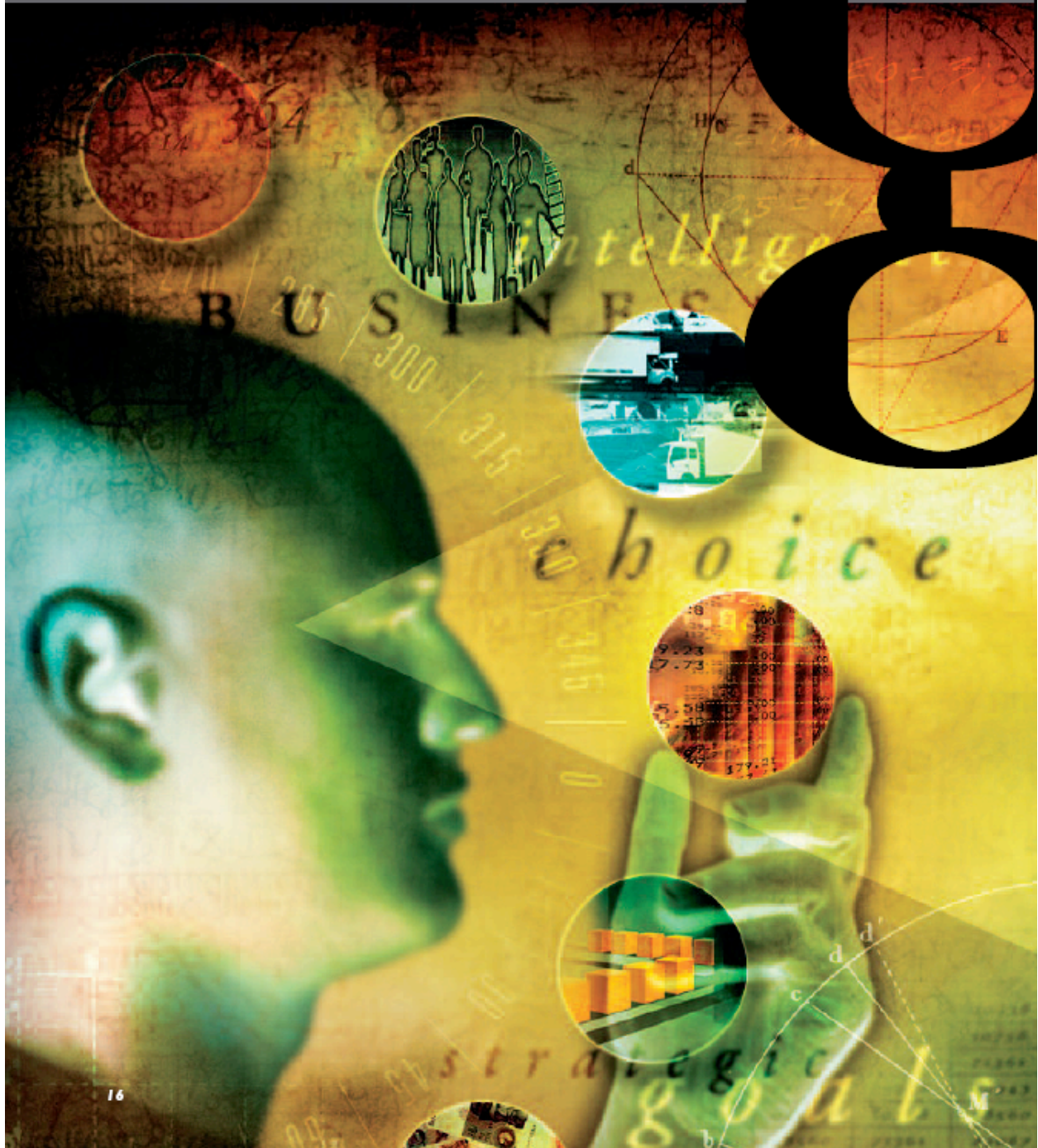


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# Global

research  
prominence

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By John H. Ostdick

**a** trio of School of Management (SOM) professors who specialize in Central and Eastern Europe not only increase the breadth and depth of the faculty's research expertise, they also add to the knowledge base propelling SOM's rise as a global management investigative powerhouse.

Two of the three, Mike W. Peng, Ph.D., Provost's Distinguished Professor of Global Strategy, and Livia Markóczy, Ph.D., associate professor, joined the faculty last year. They, along with four-year veteran Jane Salk, Ph.D., associate professor, work in the school's Organizations, Strategy and International Management area.

The three are among the top-tier publishing researchers in their field. According to an analysis in the 2005 issue of *Journal of International Business Studies*, Drs. Peng, Markóczy and Salk authored three of the top five most-cited papers on Central and Eastern Europe published between 1986 and 2004. (For a listing of those works, see *Off-Cited Works by Drs. Peng, Markóczy and Salk* on page 18.)

SOM didn't set out to draft a dream team on Central and Eastern Europe. The team came together because of the school's commitment to hiring the best faculty.

"We always try to hire the best people; it was serendipity that they actually had this synergy," explains SOM Dean Hasan Pirkul, Ph.D. "Early on, we determined that as one of our general strategic directions,

we recognize globalization and develop faculty, programs and research in that field effectively.

"Clearly, we have become a very strong faculty in the study of global businesses."

**MIKE W. PENG:**  
SPECIALIZES IN ASIA AS WELL AS EUROPE

Dr. Peng, whom Dean Pirkul calls "one of the top most-productive scholars of his generation in his field," is unstinting in his pursuits. While he was at Ohio State University, the National Science Foundation (NSF) provided Dr. Peng the largest single grant ever awarded a business school faculty member, more than \$420,000 over five years (through 2008), which he has carried with him to UTD. The research, now more than 10 years in development, focuses on emerging economies.

"[The NSF grant] was an indication of how important the topic of institution-based strategy is," Dr. Peng says. "We can do a lot working in our offices but to fully understand the research...you have to actually go to see the actions going



on in these different countries and meet with entrepreneurs. It's also very expensive to collect data; you have to employ people proficient in the local languages."

Dr. Peng's *Global Strategy* (South-Western College Publishing, 2006) is a best-selling textbook on the subject (see *New Books* on page 28).

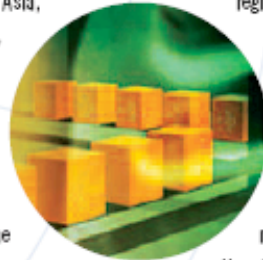
Besides Europe, Dr. Peng has academic interests in Asia, with a focus on China. In June, he will travel to Nanjing, China, to receive the 2006 Scholarly Contribution Award from the International Association of Chinese Management Research. Last December, he co-chaired an academic conference in Singapore on Asian business groups and conglomerates. He serves as editor of the *Asia Pacific Journal of Management*, the official journal of the Asia Academy of Management. In January 2007, the publication will relocate from its longtime home in Singapore to The School of Management, when Dr. Peng will assume the role of chief editor.

#### LIVIA MARKÓCZY: LOOKS DEEPLY INTO THE CULTURAL CONTEXTS OF BUSINESS DECISIONS

**dr.** Markóczy, who joined the SOM faculty last July, focuses her research on strategic management (including how differences between individuals play a role), cross-cultural research, and decision making. She earned her Ph.D. from the University of Cambridge.

"I was attracted by the quality of the faculty here and wanted to join the team," Dr. Markóczy explains. "I didn't know about Mike Peng yet, because he was hired later, but when he joined UTD, it just reinforced my belief that this was the place to be.

"Dean Pirkul is also a very positive force for the school. He wants to increase the rank of the school, both in terms of research standards and quality and teaching."



Hungarian by birth, Dr. Markóczy witnessed the political and economic evolution there firsthand. "We can see the process unfolding in Central and Eastern Europe, and it is very interesting to follow," she says. "It is exciting to see the changes there not only as a researcher but also from [the perspective of] someone who lived under the old regime and witnessed the political and economic transformation. Today, the region has a highly trained young workforce, and the productivity is rising faster than in the rest of Europe."

Dr. Markóczy currently is concentrating on how people make decisions and how certain practices that work a certain way in the West gain different meaning when they are applied to a different institutional context.

Exemplifying this work is research about Russian banks she has collaborated on with Andrew Spicer, Ph.D., assistant professor of international business in the Moore School of Business at the University of South Carolina. The pair has found that in the 1990s when Westerners were deciding to which Russian banks to give loans, they relied on signals regularly used in Western markets to judge the quality of a bank, such as advertising expenditures and ratings by third parties.

"We found, however, that these signals not only do not reflect the quality of a Russian bank in Russia, but because the Westerners used these signals, [it] created an incentive for Russian banks to fake these signals to dupe Westerners to invest in them. Unlike in the U.S., the institutional environment in Russia does not make it difficult to fake these signals," she explains.

"We found that these signals were indeed faked because the more a Russian bank emitted Western signals, the more likely they were to go bankrupt during the 1998 bank crises. Also interesting is that Russian investors followed the example of the Westerners and ended up supporting the wrong banks, paying dearly for doing so."

#### OF-T-CITED WORKS BY DRS. PENG, MARKÓCZY AND SALK

Papers by School of Management faculty members Mike W. Peng, Ph.D.; Livia Markóczy, Ph.D.; and Jane Salk, Ph.D., top a "Citation Analysis" list for the period 1986 to 2004 presented in Table A1 of "Probing Theoretically into Central and Eastern Europe: Transactions, Resources and Institutions." The article by Dr. Peng and Klaus E. Meyer, Ph.D., of the Copenhagen

Business School, appears in the November 2005 issue of the *Journal of International Business Studies* (Volume 36, No. 6, pages 600-621).

The most-cited paper on the list, "The Growth of the Firm in Planned Economies in Transition: Institutions, Organizations and Strategic Choices," published in 1996 in *Academy of Management Review*, was co-authored by Dr. Peng and Peggy Sue Heath, a colleague at the

**JANE SALK:  
FOCUSES ON CULTURALLY DIVERSE  
MANAGEMENT AND STRATEGY**

**dr.** Jane Salk, who earned her Ph.D. from the Massachusetts Institute of Technology, joined the SOM faculty in September 2002 after spending seven years as a professor at Groupe ESSEC in Paris, France. She has more than a dozen years of experience in research and executive training to enhance leadership effectiveness in culturally diverse management teams. Her published research includes such titles as "National Culture, Networks, and Individual Influence in a Multi-National Management Team" and "Managing Cross-Border Innovation."

Dr. Salk served on the hiring committee that recruited Drs. Peng and Markóczy.

"Our paths have crossed over the years," she explains. "Our research is complementary. Livia is very much involved with organizational behavior and the extendibility of theories across borders. Mike has done a great deal of work on alliances. His work is much more quantitative and macro than most of my research, although he has made forays into what I do, which is work at the intersection of human resource management and strategy.

"Mike also brings a strong China and Asian Pacific focus. Most of my work to date has focused on managing multicultural teams, especially top management. We all have lived in multiple countries and are multilingual."

Dr. Salk notes that building a strong international business-international management group is very appropriate for the Dallas-Fort Worth area, given the strong presence of foreign subsidiaries here.

In addition, she points out, SOM is working to establish an undergraduate concentration in international management studies, "so we will be able to offer a much more interesting palette of courses."

**GREAT EXPECTATIONS**

**dean** Pirkul expects great things from his global business faculty. "They do support each other very well on a regional study basis," he says. Because of their "top-five most-cited papers" status in the Central and Eastern Europe area, "they obviously dominate that field," the dean adds. "And China is very important to our colleagues in the



(Left to right) Livia Markóczy, Ph.D.; Mike W. Peng, Ph.D.; and Jane Salk, Ph.D.

industry in this region because it is one of the major ports for Chinese exports. [See *Ahoy! Dallas Builds an Inland Port* on page 14.] Going forward, I expect us to be highly ranked in both research and academic programs in this field." ☺

University of Washington.

Number three on the list is Dr. Markóczy's "Host-Country Managerial Behavior and Learning in Chinese and Hungarian Joint Ventures," which she co-authored with John Child, Ph.D., a professor of commerce at the Birmingham Business School at the University of Birmingham, UK. It appeared in 1993 in *Journal of Management Studies*.

Dr. Salk's "Knowledge Acquisition from Foreign Par-

ents in International Joint Ventures: An Empirical Examination in the Hungarian Context," appears as the fifth-most-cited paper on the list. Dr. Salk co-authored the paper, which was published in 1996 in *Journal of International Business Studies*, with Marjorie A. Lyles, Ph.D., who holds the OneAmerica Chair in Business Administration and is a professor of international strategic management at Indiana University Kelley School of Business. ☺