
Kurt A. Norder

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EDUCATION

UNIVERSITY OF SOUTH CAROLINA, MOORE SCHOOL OF BUSINESS
Ph.D. in International Business

May 2013

Dissertation Title: “Exploring Cross-Border Business Model Adaptation”

Dissertation Outline: This paper explores the adaptation of business models to multiple external environments necessitated by cross-border expansion of firm activity. Broadly defined as the way a firm organizes its available resources to deliver and capture value, we conceptualize the business model through the RCOV framework distinguishing between three integral components - resources and competences, organization, and value propositions - which interact to create a competitive advantage. Through an inductive study with several embedded cases within a large multinational company, the paper describes how the business model and its components have been modified in response to different external conditions. These cases serve as the basis for developing three theoretical insights on business model adaptation. First, we propose four patterns of business model adaptation in response to multiple contextual pressures – Appendage, Segmentation, Reconfiguration, and Avoidance. Second, we classify contextual effects on the business model. Third, we integrate these two typologies to derive a theory linking types of external demands and patterns of business model adaptation. The paper seeks to contribute to the literature and the practice of global business which have long advocated the need to adapt business models when facing complex environments, yet has not offered systematic research on the topic.

Committee: Tatiana Kostova (Chair), Kendall Roth (Chair), Gerald McDermott (Advisor), & David Crockett (Outside Member) (Defended March 4, 2013)

THE PENNSYLVANIA STATE UNIVERSITY
B.S. Mechanical Engineering (with High Distinction)

May 2001

RESEARCH & TEACHING INTERESTS

- Impact of External Environment on Business Model Adaptation, Fit, and Knowledge Management
- Co-evolution of Cross-Border Business Models and the Institutional Environment
- Hybrid Organizations, Base of the Pyramid (BOP) Adaptations and Development
- International Business, Global Strategy, International Management, Strategic Management

POSITIONS & APPOINTMENTS

- | | |
|---|--------------|
| • Assistant Professor of Management, University of Delaware, Newark, DE | 2014-present |
| • Postdoctoral Research Fellow, Simon Fraser University, Vancouver, BC | 2013-2014 |
| • Research Fellow, Jack Austin Centre for Asia Pacific Studies, Vancouver, BC | 2013-2014 |
| • Research and Teaching Assistant, University of South Carolina, Columbia, SC | 2007-2012 |
| • Adjunct Professor, University of South Carolina, Columbia, SC | May 2010 |
| • Adjunct Professor, University of North Carolina Charlotte, Charlotte, NC | 2009-2010 |

WORKING PAPERS & WORK IN PROGRESS

- Bailey, N. & Norder, K. Politically Valued Resources and Firm Bargaining Power: The Contextual Role of Strategic Flexibility. (Under review at SMJ)

- Norder, K., Gupta, S., & Ganesh, J. Achieving Fit in Hybrid Organizational Configurations (In preparation for submission to Journal of Management Studies)
- Norder, K., Kostova, T., & Roth, K. Exploring Cross-Border Business Model Adaptation (In preparation for submission to Org. Sci.)
- Gupta, S., Norder, K., & Ganesh, J. Use of Centrality to Serve the BoP: Antecedents and Consequences
- Kostova, T., Roth, K., & Norder, K. Social Capital Formation and Impact on Knowledge Sharing in Global R&D Teams
- Van Essen, M., Kostova, T., & Norder, K. The Effect of State Ownership on Firm Performance: A Meta-Analytic Review
- McDermott, G., Corredoira, R., & Norder, K. Network Effects on Technological Choice
- Norder, K. Institutional Interactions During Global Crisis: Implications of the Varieties of Capitalism on Firm Strategy and Performance
- Norder, K. Fiat or Choice: Sender and Receiver Motivation on Cross-Border Practice Adoption.

CASE STUDIES

- McDermott, Gerald A., Kurt Norder, and Hector Rocha, 2011, "Developing a Region while Transforming an Industry: Public-Private Institutions and the Rebirth of the Argentine Wine Industry," IAE Business School Case Teaching Note.

CONFERENCE PROCEEDINGS & PRESENTATIONS

- Exploring Cross-Border Business Model Adaptation (Dissertation).
 - *Research Talk*. November 20th, 2012. University of Nottingham-China. Ningbo, China.
 - *Academy of Management Conference*. August 13th, 2011. San Antonio, TX.
- Institutional Interactions During Global Crisis: Implications of the Varieties of Capitalism on Firm Strategy and Performance. *Academy of International Business Conference*. June 28th, 2010. Rio de Janeiro, Brazil.
- Fiat or Choice: Sender and Receiver Motivation on Cross-Border Practice Adoption. *Academy of International Business Conference*. June 28th, 2009. San Diego, CA.

TEACHING ACTIVITIES

- Adjunct Professor, Moore School of Business, University of South Carolina: May 2010
 - MGMT 478 – Strategic Management (1 section, 4.33/5)
- Adjunct Professor, Belk College of Business, U of North Carolina Charlotte: Fall 2009, Spr 2010
 - MGMT 3274 – International Business Problems & Processes (4 sections, 4.5/5)
- Graduate Teaching Assistant, Moore School of Business, University of South Carolina
 - Undergraduate
 - IBUS 310 Globalization & Business (McDermott): Fall 2010, 2011
 - IBUS 423 Cross-Cultural Behavior & Negotiations (Un): Spring 2008
 - IBUS 442 Business in Asia (Un): Spring 2008
 - IBUS 490 Comparative Management (McDermott): Fall 2010
 - Graduate (Professional MBA, International MBA, and Masters of Science)
 - COSM 701 Business & Legal Issues (Kostova): Spring 2009
 - DMSB 714 International Management (Kostova): Fall 2009
 - IBUS 703 International Management (Kostova): Fall 2008
 - IBUS 706 Nation States & The Global Market (McDermott): Fall 2010
 - MGMT 770 Organizational Behavior (Kostova): Spring 2009
 - Facilitator, BaFa BaFa cultural simulations: Fall 2007-Present

SELECTED ADDITIONAL EDUCATION & TRAINING

- Faculty Development in International Business (FDIB) June 15-19, 2009

- Teaching methods for International Business Survey Course
- Faculty Development in International Business (FDIB) May 11-21, 2008
 - Sao Paulo, Brazil, Buenos Aires, Argentina, and Santiago, Chile
 - Business, Political and Educational presentations and Cultural experiences

PROFESSIONAL SERVICE

- Reviewer, *Academy of International Business Conference* 2009, 2010
- Reviewer, *Academy of Management Conference* 2009, 2015

PROFESSIONAL AFFILIATIONS

- Member, Academy of International Business 2007-Present
- Member, Academy of Management 2007-Present
- Member, Strategic Management Society 2012-Present

HONORS & AWARDS

Education:

- Ceney Walker Graduate Fellowship, 2012
- Center for International Business Education and Research (CIBER) Grant (Co-Principal Investigator with Tatiana Kostova), 2010-2011
- Graduate School Fellowship (highly competitive recruiting award) , 2007-2011
- Graduate Assistantship, 2007-2011
- Academic Scholarship, Department of Mechanical Engineering, Penn State University, 2000
- Hugh M. Nelson Academic Scholarship, Department of Mechanical Engineering, Penn State University, 1999
- Halit M. Kosar Award for Academic Excellence, Department of Mechanical Engineering, Gannon University, 1999
- Outstanding Performance through the Calculus Series Award, Department of Mechanical Engineering, Gannon University, 1999
- Research Assistantship, Department of Mechanical Engineering, Gannon University, 1998
- Academic Scholarship, Department of Mechanical Engineering, Gannon University, 1997
- Salutatorian, Harbor Creek High School, 1997

Industry:

- Six Sigma Black Belt Certification, Finance, General Electric Co., 2005
- Award for Managerial Excellence, Finance, General Electric Co., 2004 & 2006
- National Honors through Financial Management course series, Finance, General Electric Co., 2001-2003
- Student Intern/Co-op Contribution Awards, Engineering, General Electric, 1998, 1999, 2000

INDUSTRY EXPERIENCE

GENERAL ELECTRIC OIL & GAS, HOUSTON, TX 7/08 TO 9/08
Acquisition Financial Integration

Identified financial process improvement opportunities and implemented short term and long term solutions to integrate the Mexican subsidiary.

GENERAL ELECTRIC TRANSPORTATION, ERIE, PA 3/05 TO 8/07
Manager of Finance for International Service Operations

Manage a globally positioned team of 5 to meet the financial needs and strategy for \$120MM international asset service division. Deliver monthly income and cash flow while modeling long term service contracts and driving \$15MM of productivity gains.

GENERAL ELECTRIC TRANSPORTATION, ERIE, PA

8/03 TO 3/05

Internal Auditor and Financial Six Sigma Black Belt

Analyzed financial processes for breakdowns in integrity, controllership, or reporting. Saved the company \$4MM by leveraging team-building skills and Six Sigma tools to improve logistical billing accuracy and drive cost saving projects. Delivered SOX404 test work for compliance and risk management.

GENERAL ELECTRIC TRANSPORTATION, ERIE, PA

8/01 TO 8/03

Financial Management Program

Completed a two-year management-training program with four six-month rotations including coursework. Performed functional cost analysis and budgeting, managed \$100MM P&L, completed financial planning and analysis for balance sheet and cash flow of \$380MM P&L, and controlled \$7MM Investment Budget for same P&L.

REFERENCES

Tatiana Kostova, Ph.D. (Dissertation Chair)

Buck Mickel Chair and Professor of International Business

Moore School of Business, University of South Carolina

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Kendall Roth, Ph.D. (Dissertation Chair)

J. Willis Cantey Chair of International Business and Economics

Senior Associate Dean for International Programs and Partnerships

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Gerald McDermott, Ph.D.

Associate Professor of International Business

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