

CURRICULUM VITAE

DANIEL PATRICK SULLIVAN
Professor of Global Studies
Department of Business Administration
Lerner College of Business and Economics
University of Delaware
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EDUCATION

- 1988 Doctor of Philosophy, University of South Carolina
Major: International Business
Minor: Strategic Management
- 1983 Master of Arts, University of Florida
Major: International Relations
Minor: Research Methods
- 1980 Bachelor of Science, University of Florida
Major: Business Administration

AWARDS

Academy of International Business, JIBS Silver Medal, 2019

Recognition for intellectual contributions published in the **Journal of International Business Studies** (JIBS), the premier journal in the international business domain. The Silver Medal was awarded to 48 IB scholars who have published at least 5 significant papers in JIBS since its inception.

Outstanding Teacher, 2022 MBA Program

Lerner College of Business and Economics, University of Delaware
Course Taught: The Global Business Environment

Outstanding Teacher, 2021 MBA Program

Lerner College of Business and Economics, University of Delaware
Course Taught: The Global Business Environment

Lerner College Outstanding Teacher Award, 2017

Lerner College of Business and Economics, University of Delaware

Outstanding Teacher, 2015 MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: The Global Business Environment

Outstanding Teacher, 2012 Executive MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: Globalization and Business, Strategic Leadership Perspectives

Outstanding Teacher, 2011 Executive MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: Globalization and Business, Strategic Leadership Perspectives

Outstanding Teacher, 2010 Executive MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: Globalization and Business, Strategic Leadership Perspectives

Outstanding Teacher, 2009 Executive MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: Globalization and Business, Strategic Leadership Perspectives

Outstanding Teacher, 2008 Executive MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: Globalization and Business, Strategic Leadership Perspectives

Outstanding Teacher, 1999 Executive MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: Corporate Strategy

Outstanding Teacher, 1998 Executive MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: Corporate Strategy

Outstanding Teacher, 1997 Executive MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: Corporate Strategy

Outstanding Teacher, 1996 Executive MBA Program

Lerner College of Business and Economics, University of Delaware

Course Taught: Corporate Strategy

Outstanding Teacher, 1993 Executive MBA Program

A. B. Freeman School of Business, Tulane University
Course Taught: International Business Operations

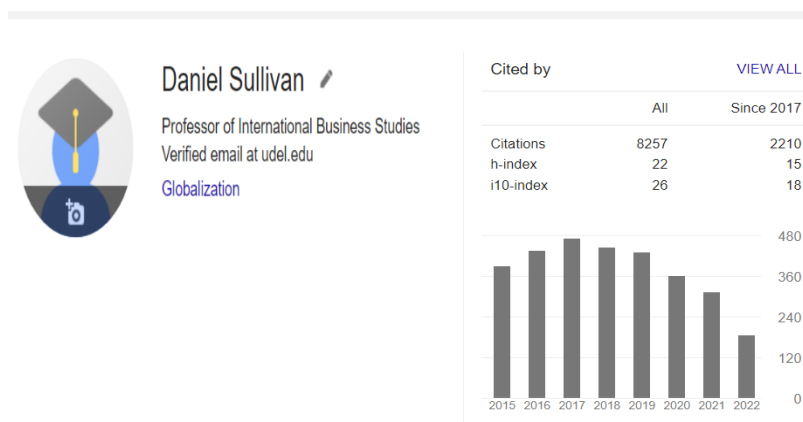
Outstanding Teacher, 1992 Executive MBA Program

A.B. Freeman School of Business, Tulane University
Course Taught: International Business Operations

Teacher of the Year, 1989 Class

A.B. Freeman School of Business, Tulane University.
Courses Taught: Corporate Strategy and International Business Operations

Research Impact



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Textbook

Daniels, J., Radebaugh, L., Sullivan. and R. Click, 2022. **International Business: Environments and Operations**, 17th Edition. Prentice Hall. Upper Saddle River: New Jersey.

Daniels, J., Radebaugh, L. and D. Sullivan., 2018. **International Business: Environments and Operations**, 16th Edition. Prentice Hall. Upper Saddle River: New Jersey.

Daniels, J., Radebaugh, L. and D. Sullivan. 2015 **International Business: Environments**

and Operations, 15th Edition. Prentice Hall. Upper Saddle River: New Jersey.

Daniels, J., Radebaugh, L. and D. Sullivan. 2013 **International Business: Environments and Operations**, 14th Edition. Prentice Hall. Upper Saddle River: New Jersey.

Daniels, J., Radebaugh, L. and D. Sullivan. 2011. **International Business: Environments and Operations**, 13th Edition. Prentice Hall. Upper Saddle River: New Jersey.

Daniels, J., Radebaugh, L. and D. Sullivan. 2009. **International Business: Environments and Operations**, 12th Edition. Prentice Hall. Upper Saddle River: New Jersey.

Daniels, J., Radebaugh, L. and D. Sullivan. 2007, **International Business: Environments and Operations**, 11th Edition. Prentice Hall. Upper Saddle River: New Jersey.

Daniels, J., Radebaugh, L. and D. Sullivan. 2004, **International Business: Environments and Operations**, 10th Edition. Prentice Hall. Upper Saddle River: New Jersey.

Daniels, J., Radebaugh, L. and D. Sullivan. 2002, **Globalization and Business**. Prentice Hall. Upper Saddle River: New Jersey.

Journal Articles

Watson, S., Sullivan, D., and Watson, K. Instructor Presence in Asynchronous Online Classes: It's Not Just a Façade, Forthcoming, **Online Learning, Journal**.

Norder, K. Sullivan, D, and Emich, K. "Re-anchoring the Ontology of IB: A Reply to Poulis & Poulis." **Academy of Management Perspectives**, Mar 2020, <https://doi.org/10.5465/amp.2019.0106>

Sullivan, D. 2015. An Integrated Approach to Preempt Cheating on Asynchronous, Objective, Online Assessments in Graduate Business Classes. **Online Learning Journal**, Vol. 3, No. 20, pp. 195-209.

Sullivan, D., S. Nerur, & V. Balijepally. 2010 Source or Storer? IB's Performance in a Knowledge Network. **Journal of International Business Studies**, 42: 446–457.

Sullivan, D. and J Daniels. 2008. Innovation in International Business Research: A Call For Multiple Paradigms, **Journal of International Business Studies**. 39, 6: 1081-1090.

- Sullivan, D. and G. Weaver. 2000. Cultural Cognition in International Business Research, **Management International Review**. 40, 3, pp. 269-297.
- Conlon, D. and D. Sullivan, 1999. Examining the Actions of Organizations in Conflict. **Academy of Management Journal**. 42, 3, pp. 319-238.
- Sullivan, D. 1998. Cognitive Tendencies in International Business Research: Implications to the Matter of a Narrow Vision. **Journal of International Business Studies**. 29, 4, pp. 837-862.
- Sullivan, D. 1998. The Structure and Sociology of the Ontology of International Business: A Comment. **Journal of International Business Studies**. 29, 4, pp. 877-886.
- Sullivan, D. and D. Conlon. 1997. Crisis and Transition in Corporate Governance Paradigms: The Role of the Chancery Court of Delaware. **Law and Society Review**, 31, 4, pp. 713-762.
- Sullivan, D. 1996. Measuring the Degree of Internationalization of a Firm: A Reply. **Journal of International Business Studies**, 27, 1, pp. 179-192.
- Sullivan, D. 1994. Measuring the Degree of Internationalization of a Firm. **Journal of International Business Studies**. 25, 2, pp. 325-342.
- See Also: Ramaswamy, K., Kroeck, K. And W. Renforth. Measuring the Degree of Internationalization: A Comment. **Journal of International Business Studies**, 27, 1, pp. 167-178.
- Sullivan, D. 1994. The Threshold of Internationalization: Replication, Extension, and Reinterpretation. **Management International Review**. 34, 2, pp. 165-186.
- Sullivan, D. 1992. Organization in American MNCs: The Perspective of the European Regional Headquarters. **Management International Review**. 32, 3, pp. 237-250.
- Sullivan D. and A. Bauerschmidt. 1991. The Basic Concepts of International Business Strategy: A Review and Reconsideration. **Management International Review**. 31, 5, pp. 111-124.
- Sullivan, D. and A. Bauerschmidt. 1990. Incremental Internationalization: A Test of Johanson and Vahlne's Thesis. **Management International Review**. 30, 1, pp. 48-64.
- Sullivan, D. and A. Bauerschmidt. 1989. Common Factors Underlying Barriers to Export: A Comparative Study in the European and U.S. Paper Industry. **Management International Review**, 29, 2, pp 17-32.

Sullivan, D. and A. Bauerschmidt. 1988. Common Factors Underlying Incentive to Export: Studies in the European Forest Products Industry. **European Journal of Marketing**, 22, 10, pp. 41-55.

Bauerschmidt, A., Sullivan, D., and K. Gillespie. 1985. Common Factors Underlying Barriers to Export: Studies in the U.S. Paper Industry. **Journal of International Business Studies**, 17, 1, pp. 111-123.

Book Chapters

Sullivan, D. 2008. **Organizing the Boundaries of the Business for a Boundaryless World**. HR Frontiers: Shifting Borders and Changing Boundaries, (Beaman, K. editor). *IHRIM Press*, Rector-Duncan & Associates, Austin, Texas.

DuBois, F. and D. Sullivan 2008. **The Power of Communities of Practice: The Implication of the Design, Function, and Performance of Supply Chains**, HR Frontiers: Shifting Borders and Changing Boundaries, (Beaman, K. editor). *IHRIM Press*, Rector-Duncan & Associates, Austin, Texas.

Sullivan, D. and J. Daniels. 2007. International Business Studies: Episodic or Evolutionary? **Multinational Enterprises and Emerging Challenges of the 21st Century**. (Dunning, J. and T. Lin, editors). UK: Edward Elgar Publishing Ltd.

Sullivan, D. and J. Daniels. 2004. Philosophical Perspectives on Knowledge Creation in International Business. **What is International Business?**, (Buckley, P. editor). UK: Palgrave.

Sullivan D. 2002. Managers, Mindsets, and Globalization, Reprinted in Boundaryless HR: Human Capital Management in the Global Economy, *IHRIM Press*, Rector-Duncan & Associates, Austin, Texas.

Sullivan, D. 2001. Structure in the Multinational Corporation. 2ND Edition. 2001. Warner, M. Ed.) **The International Encyclopedia of Business and Management**.

Preceding Versions Published in:

The IEBM Handbook of International Business. 1998. (Tung, R. Ed.). London: Thompson Business Press London, pp. 718-739.

The IEBM Handbook of Organizational Behavior. (Sorge, A. and Warner, Eds.). M. London: Thompson Business Press, pp. 395-421.

The International Encyclopedia of Business and Management. 1996. Tung, R. Ed.). London: Thompson Business Press, pp. 3573-3596.

Refereed Conference Publications

Sullivan, D. 2015. An Integrated Approach to Reduce the Propensity and Practicality of Cheating on Asynchronous, Objective, Online Assessments. **Proceedings of the Lilly International Conference on Evidence-Based Teaching and Learning**, February 20, Newport Beach.

Sullivan, D., A. Bauerschmidt, and C. Specter. 1989. The Incentive to Export. **Advances in Marketing.** Gordon, P. and B. Kellerman Eds.), pp. 97-101.

Sullivan, D. 1987. Influence of Cognitive, Firm, and Environmental Conditions. **Best Paper Proceedings of the International Council of Small Business Administration**, pp. 271-276.

Sullivan, D. 1987. Implementation in the Multinational Corporation: A Review and Reconsideration. **Best Paper Proceedings of the Academy of Management**, pp 106-110.

Sullivan, D. and A. Bauerschmidt. 1987. Incremental Internationalization. **Proceedings of the Southern Management Association**, pp. 100-106.

Bauerschmidt, A. and D. Sullivan. 1986. Competitive Strategy and Industry Structure: A Comparison of United States and European Firms. **Proceedings of the Southern Management Association**, pp. 234-237.

Non-Refereed Publications

Sullivan, D. and J. Daniels. International Business Studies: Episodic or Evolutionary? **The 8th International Conference on Multinational Enterprise.** March 14, 2006. Taipei, Taiwan, R.O.C

Specter, C., Sullivan, D., and A. Bauerschmidt. 1987. The Export Imperative. **Pulp and Paper International**, August 34-48.

Sullivan D. and A. Bauerschmidt. 1987. European Exporters Face the Export Challenge. **Pulp and Paper International**, April 37-40.

Sullivan, D. and A. Bauerschmidt. 1987. European Managers Devise their Strategy. **Pulp and Paper International**, January 49-53.

Bauerschmidt, A., Sullivan, D., and Y. Weber. 1986. How Companies Compete in the USA. **Pulp and Paper International**, May 48-52.

Sullivan, D. 1986. The Challenge of Export Barriers to U.S. Forest Products Managers. **Pulp and Paper International**, January, 45-50.

Bauerschmidt, A. and D. Sullivan. KNP Paperie. International Business Case. In Toyne, B. and P. Walters, **Global Marketing Management: A Strategic Perspective**. Needham MA: Allyn and Bacon.

Sullivan, D. The Dimensions and Dynamics of the International Trade of Forest Products. Chapter in the United States Pulp and Paper Industry. 1986. **Global Challenges and Strategies**, Arpan, J., Bauerschmidt, A., Clamp, C., Dess, G., Gillespie, K., Sullivan, D., Truitt, F., and E. Attro. University of South Carolina Press, pp. 8-62.

Conference Presentations

Sullivan, D. and S. Watson, 2019. Bloom's Taxonomy: A Robust Framework for the Practical Design and Successful Delivery of Online and Hybrid Courses, Online Learning Consortium, Denver, April.

Watson, S. and D. Sullivan, 2019. Instructor Presence in Online Courses: It's Not Just a Façade, Online Learning Consortium, Denver, April.

Watson, S. and D. Sullivan, 2018. Instructor Presence in Online Courses: Substance over Style, Lilly International Conference on Evidence-Based Teaching and Learning, Bethesda, Maryland, May.

Sullivan, D. and S. Watson. 2015. The Link between Students' Learning Styles and their Preferences for and Performance on Traditional, Multimedia and Simulation Assignments in Online Courses. Lilly International Conference On Evidence-Based Teaching and Learning, Bethesda, Maryland, May.

Sullivan, D. 2015. Dealing with the Issue of Cheating on Online Assessments, University of Delaware Summer Faculty Institute, June.

Sullivan, D. and S. Watson. 2015. Peer Reviews in Online Classes: Effects on Learning and

- Community Building. Lilly International Conference On Evidence-Based Teaching and Learning, Bethesda, Maryland, May.
- Sullivan, D. 2015. An Integrated Approach to Reduce the Propensity and Practicality of Cheating on Asynchronous, Objective, Online Assessments. Lilly International Conference on Evidence-Based Teaching and Learning, February 20, Newport Beach.
- Sullivan, D. and F. Dubois, 2008. Social Networks: Forms, Features, and Strategic Implications. Presented at the IHRIM Strategies and Technology Exposition June 3, Orlando.
- Sullivan, D. and J. Daniels. 2006, International Business Studies: Episodic or Evolutionary? The 8th International Conference on Multinational Enterprise. March 14, Taipei, Taiwan, R.O.C.
- Sullivan, D. and J. Daniels. 2005, Defining International Business through its Research Opening Fellows Plenary Panelist, The Future of International Business Studies, Annual Meeting of Academy of International Business, Quebec.
- Weaver, G., O'Donnell, S., and D. Sullivan. 1998. Firm Internationalization and Corporate Ethics: The Influence of Formal Structures and Informal Management Behaviors. To be presented at the Academy of International Business Annual Meeting, Vienna.
- Conlon, D. and D. Sullivan. 1996. Toward a theory of organization-level justice: Testing the relationship between "corporate voice" and "corporate justice." Presented at the Annual Meeting of the Academy of Management, Vancouver.
- Sullivan, D. Measuring the Degree of Internationalization of a Firm. Presented at the Annual Meeting of the Academy of Management, Las Vegas,
- Sullivan, D. 1991. Regional Headquarters: Organizational Option or Mandate. Presented at the Annual Meeting of the Academy of Management, Miami.
- Sullivan, D. and A. Bauerschmidt. 1990. The "Basic Concepts" of International Business Strategy: A Review and Reconsideration. Presented at the Annual Meeting of the Academy of International Business, Toronto.
- Sullivan, D. 1989. Strategy and Structure in the American Multinational Corporation: The Perspective of the European Regional Subsidiary, Presented at the Annual Meeting of the Academy of International Business, Singapore.
- Sullivan, D. and A. Bauerschmidt. 1989. Leadership in Research and Development: The Sine Qua

- Non of International Business Strategy. Presented at the Annual Meeting of the Academy of Management, Atlanta.
- Sullivan, D., Bauerschmidt, A., and C. Specter. 1989. The Incentive to Export: The Views of Floridian Exporters, Presented at the Annual Meeting of the Southwest Marketing Association, New Orleans.
- Sullivan, D. 1989. U.S. Program to Study Latin American Business Practices, Presented at the Annual Meeting of the Business Association of Latin American Studies, Boca Raton,
- Sullivan, D. and K. Roth. Strategy 1988. Implementation in the Multinational Corporation: An Integration of the Structuralist and Organizational Context Views. Presented at the Annual Meeting of the Academy of International Business, San Diego.
- Bauerschmidt, A. and D. Sullivan. 1988. Competitive Strategy in the European Forest Products Industry, by Presented at the Annual Meeting of the Academy of International Business, San Diego.
- Sullivan, D., Bauerschmidt, A., and C. Specter. 1988. Case Development as a Multifaceted Research Approach. Symposium conducted at the North American Case Research Association Annual Meeting, Atlanta.
- Sullivan, D., Bauerschmidt, A., and C. Specter. 1988. The Context of Internationalization: The Influence of Cognitive, Firm, and Environmental Conditions. Presented at the International Council of Small Business Administration, Boston.
- Sullivan, D. The Concept of Global Strategy: An Interpretation. Presented at the 1987 Annual Meeting of the Academy of International Business.
- Sullivan, D. and A. Bauerschmidt. Common Factors Underlying Barriers to Export: A Comparative Study in the European and U.S. Paper Industry. Presented at the 1987 Annual Meeting of the Academy of International Business.
- Sullivan, D. and A. Bauerschmidt. Incremental Internationalization: A Test of Johanson and Vahlne's Thesis. Presented at the 1987 Annual Meeting of the Southern Management Association.
- Sullivan, D. 1987. Strategic Control in the Multinational Corporation: A Review and Reconsideration. By Sullivan, D. Presented at the Annual Meeting of the Academy of Management, New Orleans.

Sullivan, D. and A. Bauerschmidt. 1987. Common Factors Underlying Incentives to Export: Studies in the European Forest Products Industry. Presented at the Annual Meeting of the Academy of Management. New Orleans.

Bauerschmidt, A. and D. Sullivan. 1986. Competitive Strategy and Industry Structure: Attitudes of American and European Managers. Presented at the Annual Meeting of the Academy of International Business, London.

Bauerschmidt, A. and D. Sullivan. 1986. Competitive Strategy and Industry Structure in the United States and Europe. Presented at the Annual Meeting of the Southern Management Association, Atlanta.

Bauerschmidt, A., Sullivan, D., and K. Gillespie. 1985. Common Factors Underlying Barriers to Export: Studies in the U.S. Paper Industry. Presented at the Annual Meeting of the Academy of International Business, New York.

Arpan, J., Bauerschmidt, A., Clamp, C., Sullivan, D., Dess, G., Gillespie, K. and J.F. Truitt. 1985. Environmental Trends and Strategic Adjustments in the Global Pulp and Paper Industry. Presented at the Annual Meeting of the Academy of International Business, New York.

Sullivan, D. and D. Ricks. 1984. Strategic Management: An Examination of Differences between Global and Domestic Firms. Presented at the Annual Meeting of the **Academy of International Business**, Cleveland.

Funded Research

Academic Partnerships Faculty Research Grant issued in support of the study, "The Role of Student Peer Review in the Learning Effectiveness of Online Education." Grant Co-Investigator: Dr. Sharon Watson.

Business Case Authorship

Market Environments

- The Chinese Business Environment
- Meet the BRICs
- Foreign Direct Investment into China
- Foreign Direct Investment into South Africa
- Trying to Trade in Sub-Saharan Africa
- Emerging Markets: Comeback

Political and Institutional Environments

- Piracy in the Global Software Industry
- Political and Legal Challenges of the Chinese Business Environment
- US-EU Trade Relations
- US-Cuba Trade
- Saudi Aramco

Configuration Strategies

- eBay's Global Vision
- Zara and Value Creation in the Global Apparel Industry
- McDonalds and Russia's Economic Transition
- Alibaba.com and the Emerging World of Export and Import
- Grieve Corporation and Export Options
- GM in Thailand
- Wal-Mart Climbs Walls Overseas
- Matsushita Deals with Foreign Exchange Risk

Coordination and Control Strategies

- Johnson and Johnson A
- Johnson and Johnson B
- Cisco's Alliance Network
- Infosys

Executive Strategies

- Tel-Comm-Tek in India
- Challenges and Opportunities of a Career in International Business
- Dow's International Management Development Program

Corporate Strategy

- Juniper Bank A
- Juniper Bank B.
- The US Credit Card Industry
- MBNA America
- MBNA America A
- First USA
- Sullivan. KNP Paperie. with Alan Bauerschmidt.
- SAFFA Inc. with Alan Bauerschmidt.

SERVICE ACTIVITIES

Departmental/College/University Activities

Since starting my affiliation with the University of Delaware in September, 1993, I have supported a broad range of service activities including, but by no means limited to, committees involved in matters of promotion and tenure, new faculty search, program revision, program review, program creation, student recruitment, University ceremonies, and on and on. If need be, please contact me for further specification.

Program Development

Successfully organized, modelled, and championed program proposal in Summer 2016 for an online Masters of Science degree in International Business in response to program call by the Provost of University of Delaware; see *RFP: 2016 Provost's Initiative for Excellence and Innovation in E-Learning*. Initiated discussions, began design, and solicited faculty members to support the program. Regarding the latter, Drs. Mandy Bulloch and Kati Takacs Haynes have agreed to design and develop online versions of existing courses, specifically BUAD 878, Leading Across Boundaries, and BUAD 882, International Marketing Management; and, looking forward, quite possibly develop undergraduate versions of these courses. In addition, I agreed to develop a new course, BUAD 848, The Future of Globalization: Issues, Actors, and Decisions. The Provost's approval of the program resulted in a grant of \$50,000 to the Lerner College of Business and Economics to support development and delivery of the online MS IB program. The program launch is set for Fall 2017. Potentially a significant program for the college in terms of attracting students and generating revenue, as outlined in approved program specification.

Professional Activities

Editorial Board, 2007 – To Date	<i>Journal of International Business Studies</i>
Editorial Board, 2003 – To Date	<i>Human Resource Information Management HRIM</i>
Editorial Board, 1998 - To Date	<i>Management International Review</i> ¹
Editorial Board, 1997 -	<i>Journal of International Business Studies</i>

1 Ibid.

2006	
1990 – To Date	Peer reviewer on international business papers/manuscripts for various academic journal and scholarly associations.