

# Wolfgang Messner

**Sonoco International Business Department**  
**Darla Moore School of Business · University of South Carolina**  
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## Education

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<b>PhD in Economics and Social Sciences</b>	2004
University of Kassel, Germany	
Dissertation: "Towards a Strategy, Process- and System-Architecture for Customer Relationship Management in Retail Banking"	
Advisors: R. Stöttner, J. Link	
<b>MBA in Financial Management, with distinction</b>	1998
University of Wales, UK; Allfinanz Akademie & Open University Hagen, Germany	
<b>BSc &amp; MSc in Informatics &amp; Economics, first class</b>	1995
Technical University Munich, Germany	
Università per Stranieri di Perugia, Italy – MAECI scholarship, Italian Language & Economy	1993
University of Newcastle upon Tyne, UK – Erasmus scholarship, Computing Science	1992

## Academic Positions

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<b>Darla Moore School of Business, University of South Carolina, USA</b>	since 2016
Clinical Associate Professor, Sonoco International Business Department	
Teaching Global Competitive Analysis, Managing Cross-cultural Teams, The Business Case of Services Offshoring, and Doing Business in India in the #1 ranked (as per U.S. News & World Report) undergraduate international business and international MBA program	
<b>MYRA School of Business, Mysore, India</b>	2013 – 2016
Professor of International Management	
Teaching Customer Service Management, International Business & Management, and Making the Compelling Business Case in the PGDM and GPX MBA programs	

## Other Academic Associations

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<b>WHU – Otto Beisheim School of Management, Germany</b>	since 2012
Adjunct Faculty (Intercultural Communication & Leadership; full and part-time MBA). Faculty Director for the India Module of the Leadership Excellence Program offered in cooperation with IDG and Hewlett Packard	
<b>Indian Institute of Management Indore, India</b>	2015
Visiting Faculty OB&HR (Management Consulting Frameworks, EPGP MBA; International Business & Management, PGDM MBA; Mumbai and Indore campus)	

- Indian Institute of Management Kozhikode, India** 2014 – 2015  
Visiting Faculty OB&HR (Management Consulting Frameworks, EPGP MBA; Change Management and Creative Team Management, MDP; Kochi and Kozhikode campus)
- Julius Maximilian University Würzburg, Germany** 2013 – 2015  
Visiting Faculty Indology (Doing Business in India, Product and Service Innovation for India)
- Royal Docks Business School, University of East London, UK** 2012  
Adjunct faculty HPL (Customer Service Operations & Excellence, UG, module lead; Strategic Management, UG, seminars; Offshoring, MBA)
- Henley Business School, University of Reading, UK** 2011  
Guest faculty (Offshoring, Deutsche Telekom Exec-MBA; Commercial and Financial Acumen, ExecEd for Microsoft)
- Indian Institute of Management Bangalore, India** 2005 – 2010  
Visiting Faculty Marketing (Customer Relationship Management, PGSEM MBA; Doing Business with Westerners, AMP; Marketing Round-Table, IMR; various guest sessions)

## Professional Experience

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- GloBus Research, UK & India** 2011 – 2017  
Founder & Director. Training, consulting, interim management to help resolve international business and leadership challenges. Clients include Capgemini, Elektrobit, Ericsson, Hilti, KHS, Infosys, Ingersoll-Rand, McKinsey, Microsoft, REPower/Suzlon, Sartorius, Siemens, Torex
- Capgemini, Germany & India** 2006 – 2011  
Principal & Director. Head of Offshore Service Delivery with revenue accountability for Germany, Austria, and Switzerland. Management consulting on offshore provider relationship governance and consolidation of customer service centers. 2.5 year expat assignment to India
- BMW Group/Sofflab (now NTT Data), Germany** 2003 – 2005  
Senior Management Consultant. Consulted Germany's leading political party on citizen relationship management ahead of the 2005 general elections. Provided business advice to an international chemical company on managing the request-2-order process with a CRM system
- The Information Management Group IMG, Germany & Switzerland** 1999-2002  
Consulting Manager BU Financial Services. Led a team of business consultants in Germany. Various business change projects in global and medium-sized financial services institutions across Germany and Switzerland
- Deutsche Bank, Germany & Deutsche Software, India** 1995 – 1999  
Assistant Vice President. Redesigned and roll-out of core banking modules (commitment fees, global credit limits). Program Manager for EMU development. Piloted inclusion of offshore resources into core banking software development. 1 year expat assignment to India

## Advanced Training

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- Kannada – Language & Culture, University of Würzburg, Bangalore, India 2013
- Kannada – Language & Culture, University of Würzburg, Germany 2012
- Collaborative Coaching, The Coaches Institute, France 2008
- Negotiation Skills, Scotwork, France 2006
- Power Base Selling, Holden International, France 2006
- Strategic Marketing Management, Harvard Business School, USA 2005
- Certified Financial Consultant (A.F.A.), Allfinanz Akademie Hamburg, Germany 1998

## Languages

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*English and German; Italian at basic conversational level*

## Research Interests

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Managing cross-cultural teams with a focus on services offshoring to India. Cross-cultural differences in consumer behavior, especially value for money and word of mouth marketing in the airline services industry. Doing business in emerging markets, particularly India

## Teaching Topics

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- International Business and Management; Intercultural Competencies for Working in International Teams (postgraduate level, executive education)
- Management Consulting Frameworks (undergraduate and postgraduate level)
- Financial Acumen; Making the Compelling Business Case; Investment Decisions (postgraduate level, executive education)
- Customer Relationship Management; Customer Service Management (undergraduate and postgraduate level)
- Doing Business in India & Emerging Markets; Reverse Innovation (undergraduate level, executive education)
- Services Sourcing; Outsourcing; Offshoring (postgraduate level, executive education)
- Strategic Management (undergraduate level)

## Refereed Publications

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- Messner, W. (2017, *forthcoming*). The Role of Gender in Building Organizational Commitment in India's Services Sourcing Industry. *IIMB Management Review*. [ABDC-Rank: **B**]
- Messner, W. (2017). Does Value for Money Create Advocates? A Study in the International Airline Services Industry. *Journal of Global Marketing*. [ABDC-Rank: **C**]
- Messner, W. (2017). Market Research in India: Does the Choice of Language Cause Questionnaire Contamination. *Journal of Indian Business Research*, 9(2), 149-168. [ABDC-Rank: **C**]

- Messner, W. (2016). Cross-Cultural Measurement of Transaction-Specific Customer Satisfaction in the Services Industry. *Journal of Customer Behaviour*, 15(4), 369-393. [ABDC-Rank: **C**]
- Messner, W. (2016). The Misconstruction of Hofstede's Uncertainty Avoidance Dimension: The Fallacy of Ecological Operation without Construct Validity at Individual Level. *Journal of Global Marketing*, 29(5), 298-313. [ABDC-Rank: **C**]
- Messner, W. (2016). The Impact of an Aircraft's Service Environment on Perceptions of In-flight Food Quality. *Journal of Air Transport Management*, 53, 123-130. [ABDC-Rank: **B**].
- Messner, W. (2016). The Contribution of Subjective Measures to the Quantification of Social Progress: Evidence from Europe and Israel. *International Journal of Sociology and Social Policy*, 36(3/4). [ABDC-Rank: **B**].
- Messner, W., & Schäfer, N. (2015). Methodological Issues in Group-referenced Measurement of Indian Culture. *South Asian Journal of Global Business Research*, 4(2), 226-250. [ABDC-Rank: **C**]
- Messner, W. (2015). Measuring Existent Intercultural Effectiveness in Global Teams. *International Journal of Managing Projects in Business*, 8(1), 107-132. [ABDC-Rank: **C**]
- Messner, W. (2013). Effect of Organizational Culture on Employee Commitment in the Indian IT Services Sourcing Industry. *Journal of Indian Business Research*, 5(2), 76-100. [ABDC-Rank: **C**]
- Messner, W. (2008, Dec). Enhancing Marketing Performance through Inbound Customer Marketing. (A. G. Mulky, Ed.) *IIMB Management Review*, 430-432. [ABDC-Rank: **B**]
- Messner, W. (2007). Justifying Information System Value – Development of a Method for Measuring Customer Advisory System Effectiveness. *Business Information Review*, 24(2), 126-134.
- Messner, W. (2005). Customer Relationship Management Technology – a Commodity or Distinguishing Factor? *Business Information Review*, 22(4), 252-263.
- Messner, W. (2004). The Beauty and Importance of Quality Customer Information. *The Marketing Review*, 4(3), 279-290. [ABDC-Rank: **C**]
- Messner, W. (2004). Ein Modell zur Steuerung des Wertbeitrags von Kundensegmenten. *Banking and Information Technology*, 4, 45-52.
- Messner, W. (2004). Entwicklung einer Architektur für das Management kundenorientierter Prozesse bei Banken. *WVW Wirtschaftspraxis, Verwaltungspraxis, Wirtschaftswissenschaften*, 1, 62-68.
- Messner, W. (2003, Mar). Handlungsfelder bei der Etablierung von Financial Planning als Dienstleistungsangebot. *Banking and Information Technology*, 1, 25-30.
- Messner, W. (2001, Dec). The Practice of Cash Pooling. *Banking and Information Technology*, 4, 25-29.

## Non-Refereed Publications in Practitioner Magazines

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- Messner, W., Shainesh, G., & Zalesky, N. (2017, forthcoming). Succeeding in India. *Business Expert Press*.
- Leipprand, T., Kreutter, P., & Messner, W. (2015, Nov/Dec). Führung im Zeitalter Digitaler Verwerfungen. *CIO Magazin*, 46-48.
- Messner, W. (2014, Mar/Apr). Understanding the Impact of Culture on Offshore IT Service Delivery. Research in India Shows the Importance of the People Factor. *PULSE Magazine/IAOP*.

- Messner, W. (2014, Mar/Apr). Using Business Cases to Champion new Ideas and Advocate Business Growth. *The European Business Review*.
- Messner, W. (2013, Oct). Zeit-Mentalität. Wenn Kulturen sich begegnen. *Die Bank*, 49-53.
- Messner, W. (2012, Mar). Auf dem Weg zur globalen Optimierung. Outsourcing und Offshoring. *Die Bank*, 38-43.
- Messner, W. (2011, Sep). Management einer globalen Workforce. *Die Bank*, 80-85.
- Messner, W., & Shainesh, G. (2006, Sep). Retailmarkt Indien - Paradies für Auslandsbanken. *Die Bank*.
- Messner, W. (2005, May). Dialog-Marketing - die Bedeutung des Timing in der Kundenansprache. *Die Bank*.
- Messner, W. (2005, Mar). CRM-Investitionen - wann sind sie rentabel? *Die Bank*.
- Messner, W. (2004, Apr). Kundenmanagement: Bricht das Wertschöpfungsnetzwerk der Autobanken auf. *Die Bank*.
- Messner, W. (2003, Jun). Creating Value for Multinational Customers through Cash Management. *Treasury Management International. Special Report: A Treasurer's Guide to Corporate Treasury in Germany*.
- Messner, W. (2001, Dec). The Practice of Cash Pooling. *Banking and Information Technology*, 4, 25-29.
- Messner, W. (2001, Jun). Die Mischung macht's. *eBanker, Handelsblatt-Verlag*.
- Messner, W., & Vehling, C. (2001, Jan). Electronic Banking – die Strategie muss stimmen. *eBanker, Handelsblatt-Verlag*.
- Messner, W., & Vehling, C. (2000, Dec). E-Commerce – Neues Denken ist angesagt. *Schweizer Bank*.
- Messner, W. (2000, Apr/May). Pan-European Cash Management with Global Credit Lines. *Canadian Treasurer*, 16-19.

## Books Authored

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- Messner, P., & Messner, W. (2015). *Winning the Right Job – A Blueprint to Acing the Interview*. New Delhi: Pan Macmillan.
- Messner, P., & Messner, W. (2015). *Yogya Naukari Milavtana – Hamkhas Yashasvi Mulakhatiche Tantra*. Pune: Vishwakarma Publications. (Marathi translation)
- Messner, W. (2013). *Making the Compelling Business Case. Decision-Making Techniques for Successful Business Growth*. Houndmills: Palgrave Macmillan; New Delhi: Pan Macmillan.
- Messner, W. (2010). *Intelligent IT Offshoring to India. Roadmaps for Emerging Business Landscapes*. Houndmills: Palgrave Macmillan.
- Messner, W. (2009). *Working with India. The Softer Aspects of a Successful Collaboration with the Indian IT & BPO Industry*. Heidelberg: Springer.
- Messner, W. (2005). *CRM bei Banken. Ein Vorgehensmodell zur Erarbeitung einer Strategie, Prozess- und Systemarchitektur*. Norderstedt: BoD. Based on dissertation thesis, University of Kassel, 2005.

## Books Edited

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- Ellermann, H., Kreutter, P., & Messner, W. (2017). *The Palgrave Handbook of Managing Continuous Business Transformation*. Houndmills: Palgrave Macmillan.

- Bäume, U., Kreutter, P., & Messner, W. (2012). *Globalization of Professional Services. Innovative Strategies, Successful Processes, Inspired Talent Management, and First-Hand Experiences*. Heidelberg: Springer.
- Hendel, A., Messner, W., & Thun, F. (2008). *Rightshore! Successfully Industrialize SAP Projects Offshore*. Heidelberg: Springer.

## Book Chapters

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- Messner, W. (2017). Continuous Business Transformation – What is it all about? In H. Ellermann, P. Kreutter, & W. Messner, *The Palgrave Handbook of Managing Continuous Business Transformation* (pp. 3-18). Houndmills: Palgrave Macmillan.
- Messner, W. (2014). Zeit-Mentalität. Wenn Kulturen sich begegnen. In W. Niehoff, & S. Hirschmann, *Aspekte einer effizienten Bankorganisation* (pp. 61-72). Cologne: Bank-Verlag.
- Messner, W. (2012). Strategically Organising for Innovation in Global Sourcing. In P. Kreutter, U. Bäume, & W. Messner, *Globalization of Professional Services* (pp. 41-52). Heidelberg: Springer.
- Messner, W., & Schäfer, N. (2012). Advancing Intercultural Competencies for Global Collaboration. In P. Kreutter, U. Bäume, & W. Messner, *Globalization of Professional Services* (pp. 189-202). Heidelberg: Springer.
- Messner, W., & Weinert, S. (2008). Economic and Business Effects of IT Offshoring. In A. Hendel, F. Thun, & W. Messner, *Rightshore! Successfully Industrialize SAP Projects Offshore* (pp. 31-43). Heidelberg: Springer.
- Messner, W. (2008). Intercultural Aspects of Project Management in India. In A. Hendel, F. Thun, & W. Messner, *Rightshore! Successfully Industrialize SAP Projects Offshore* (pp. 101-119). Heidelberg: Springer.
- Messner, W. (2008). Offshoring in India: Opportunities and Risks. In A. Hendel, W. Messner, & F. Thun, *Rightshore! Successfully Industrialize SAP Projects Offshore* (pp. 15-30). Heidelberg: Springer.
- Messner, W. (2006). Das Management interkultureller Teams: Deutschland / Indien. In N. Koubek, & G. Krishnamurthy, *Strategien deutscher Unternehmen in Indien* (pp. 223-238). Frankfurt am Main: Peter Lang.
- Messner, W. (2003). Handlungsfelder bei der Etablierung von Financial Planning als Dienstleistungsangebot. In D. Bartmann, *Bankinformatik 2004. Strategien, Konzepte und Technologien für das Retail-Banking* (pp. 361-366). Wiesbaden: Gabler.
- Messner, W. (2004). Customer Care als Unternehmensstrategie. In S. Salmen, & M. Gröschel, *Handbuch Electronic Customer Care* (pp. 23-36). Heidelberg: Physica-Verlag.

## Teaching Cases

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- Chaudhary, A. E., & Messner, W. (forthcoming). Renault Duster in India: Identifying, Occupying, and Keeping a Market Segment.

## Articles in Periodicals

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- Messner, P., & Messner, W. (2015). Win Your Dream Job! Seven Secrets to Acing Your Job Interview. *Times of India Ascent*, 03 June.
- Messner, P., & Messner, W. (2015). Surviving the Trials of a Job Hunt. *The New Indian Express Bangalore*, 02 June.

## Paper Presentations at Conferences

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- Messner, W. (2017, Apr). Value for Money and its Importance to Customer Satisfaction – A Cross-cultural Study in the Airline Services Industry. Havana, Cuba: *AMA Global Marketing SIG Special Conference*.
- Messner, W. (2015, Oct). Cross-Cultural Perspectives of Word-of-Mouth Recommendation. *13th Workshop on International Management*. Venice, Italy: European Institute for Advanced Studies in Management (EIASM) and Università Ca'Foscari.
- Messner, W. (2013, Sep). Leveraging Organizational Culture to Transform Offshore IT Service Delivery. *Project Management Practitioner Conference PMPC 2013*. Bangalore, India: Project Management Institute PMI.
- Messner, W. (2005, Feb). Der Kundenwert als Bewertungsansatz für IT-Investitionen im Customer Relationship Management. *GI EMISA*. St. Augustin, Germany: University of Applied Sciences Bonn-Rhein-Sieg.
- Messner, W. (2005, Jan). Ein Modell zur Steuerung des Wertbeitrags von Kundensegmenten. *Workshop Sales Governance*. Regensburg, Germany: ibi Academy (University of Regensburg).
- Messner, W. (2004, Mar). Enabling Business Transformation by IT Offshoring to India. *GI EMISA*. St. Augustin, Germany: University of Applied Sciences Bonn-Rhein-Sieg.
- Messner, W., & Huber, W. (1995). Stereographic Visualization of Turbulent Pipe Flows Using Anaglyphs with a Twofold Central Projection. *The Third International Conference in Central Europe on Computer Graphics and Visualization WSCG*. Plzen, Czech Republic: University of West Bohemia.

## Invited Conference Presentations

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- Messner, W. (2015, Sep). Global Businesses, Local Customers. *Consultants & System Integrators Interchange – 2015*. External speaker. Park Hyatt, Goa, India: IBM.
- Messner, W. (2014, Feb). Management of Change. How to Succeed in a Rapidly Changing World. *International Conference on Emerging Paradigms in Management Research*. Chief Guest and opening speech. Elayampalayam, India: Vivekanandha Institute of Information and Management Studies & Mother Theresa's Women's University.
- Messner, W. (2010, Nov). India Going Global – A Future Beyond Cost Arbitrage. *Emerge Conference*. St. Gallen, Switzerland: University of St. Gallen.
- Messner, W. (2010, Jun). Indo-German Business Relationships. *Indo-German Business Forum*. Cologne, Germany.
- Messner, W. (2010, Feb). Tackling Offshore Challenges in Germany. A Case-Study Reinforced Advice for Successful Offshore Projects. *India Leadership Forum NILF 2010*. Mumbai, India: NASSCOM.
- Messner, W. (2009, May). Working with India. Stories from the Trenches. *ICT Conference*. Cologne, Germany: NASSCOM & BITKOM.
- Messner, W. (2008, Jun). Increasing Marketing Performance through Inbound Customer Marketing. *Round-Table Increasing Marketing Performance*. Bangalore, India: Indian Institute of Management Bangalore.
- Messner, W. (2007, Oct). Incorporating Data Warehousing and Data Mining into CRM to Increase Customer Revenue. *Customer Relationship Management Forum*. Mumbai, India: MarcusEvans Conference.

- Messner, W. (2000, Dec). Online Banking in Europe. *eCommerce-Finance.com*. Amsterdam, Netherlands: IBC Global Conferences.
- Messner, W. (2000, Nov). CRM Architecture for Retail Banking – Integration of eChannels. *Winning Strategies for CRM*. London, U.K: IBC Global Conferences.
- Messner, W. (2000, Mar). Wissen über den Kunden – Vom Knowledge zum Customer Relationship Management. *Second Annual Convention of the Knowledge Management Consortium International*. Frankfurt, Germany: KMCI.

## Invited Panel Discussions at Conferences

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- 2015, May. Strategies and Resources for Transnational Entrepreneurship (TiE-Panel). *Transnational Entrepreneurs and International SMEs in Emerging Economies Conference 2015*. Bangalore, India: Indian Institute of Management Bangalore.
- 2013, Nov. Reflecting on Students' Soft Skill Development. *2013 GMAC Asia Pacific Conference*. Hyderabad, India: The Indian School of Business.
- 2012, June. Meeting Local Requirements in a Global Market: How to Develop the Firm and the Industry's Talent Base. *9<sup>th</sup> Indo-German ICT Conference – Meeting Local Requirements in a Global Market*. Köln, Germany: BITKOM & NASSCOM.

## Interviews, Quotations, and Mentions in Periodicals

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- SBDC (2017). Win-Win! Students gain international experience developing export plans for South Carolina companies, *Columbia Star*, 10 Mar; and *The Spartan Weekly News*, 54(3), 16 Mar, p. 3.
- N.n. (2016). Graduation Day at MYRA School of Business, *Star of Mysore*, 23 Jun.
- N.n. (2016). Graduation Day at MYRA School of Business, *City Today*, Mysore, 22 Jun, p. 7.
- N.n. (2016). Prof of MYRA School of Business Wins Emerald Literati Award. *City Today*, Mysore. 11 May, p. 7.
- N.n. (2016). MYRA Professor bags Emerald Literati Award. *Star of Mysore*, 08 May, p. 6.
- N.n. (2016). Five MYRA Students for Exchange Programme at Germany. *Star of Mysore*, 21 Feb, p. 3.
- N.n. (2016). 5 MYRA Students for Exchange Programme in Germany. *City Today*, Mysore. 15 Feb, p. 6.
- N.n. (2016). B-School Students Chosen for Exchange Programme. *The Hindu*. 14 Feb.
- Rodriguez, K. (2016). Doing Business in India: Risk for Reward. *The Economist Executive Education Navigator*, 8 Feb.
- N.n. (2015). Nationality Decides Word-of-Mouth Recommendation: Study. *City Today*, Mysore. 11 Nov.
- N.n. (2015). MYRA Mourns Death of its Founding-Dean. *Star of Mysore*, 20 Aug.
- N.n. (2015). IIMB Hosts Transnational Entrepreneurs and International SMEs in Emerging Economies Conference 2015. *India Education Diary*, 28 May.
- Khurana, C. (2015). How to Ace a Job Interview. *Mint – Hindustan Times*, 18 May.
- Ellermann, H. (2015). IT-Manager auf Indien-Reise. Kultur frisst Strategie. *CIO Magazin*, 18 Mar.
- Keshav, N. (2014). Leveraging Organisational Culture to Transform Offshore IT Service Delivery Teams. *IEEE Fusion*, 03 Sep.
- Sarsam, R. (2013). Leadership Excellence Program (LEP): Indienreise im Februar 2013. *CIO Magazin*, Feb.



- Demmer, C. (2009). Arbeiten in Indien. Mit Tempo durch den Stau. *Süddeutsche Zeitung*, 17 May.
- Hauschild, H. (2009). Satyam: Niete oder Schnäppchen. *Handelsblatt*, 18 Mar.
- Hauschild, H. (2009). Indiens IT-Dienstleister fallen tief. *Handelsblatt*, 16 Jan.
- Hauschild, H. (2009). Der Stern von Indiens IT-Himmel sinkt. *Handelsblatt*, 16 Jan.

## Journal and Conference Affiliations

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- Editorial Review Board, *Journal of Global Marketing* [ABDC-Rank: C] since 2017
- Editorial Advisory Board, *Journal of Indian Business Research* [ABDC-Rank: C] since 2011

Ad-hoc reviewer for *Journal of Air Transport Management* [ABDC-Rank: B; since 2016], *Journal of Customer Behaviour* [ABDC-Rank: C; since 2017], *International Journal of Sociology and Social Policy* [ABDC-Rank: B; since 2015], *Journal of Customer Behaviour* [ABDC-Rank: C; since 2017], and *Journal of Travel and Tourism Marketing* [ABDC-Rank: A; since 2015].

Conference Advisory Board, *International Conference on "Make in India" – The Road Ahead*. Vivekanandha Institute of Information and Management Studies & The Gandhigram Rural Institute. Elayampalayam, India. 2015

## Professional Memberships

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- Academy of International Business (AIB) since 2015
- American Marketing Association (AMA Global SIG) since 2016
- Guidepoint Global Advisors since 2006

## Honors and Awards

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- 2016 Emerald Literati Network Awards of Excellence (Highly Commended) for: Messner, W. (2015). Measuring Existent Intercultural Effectiveness in Global Teams. *International Journal of Managing Projects in Business*, 8(1), 107-132.
- 2014 Emerald Literati Network Awards of Excellence (Highly Commended) for: Messner, W. (2013). Effect of Organizational Culture on Employee Commitment in the Indian IT Services Sourcing Industry. *Journal of Indian Business Research*, 5(2), 76-100.

## Teaching Evaluation (*all available*)

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- The Business Case of Services Offshoring. 01-05/2017. Undergraduate Senior; 35 classroom hours; 21 students. Darla Moore School of Business, Columbia SC (USA). 4.24/5.00.
- Managing Global Teams. 10-12/2016. MIB + IMBA; 35 classroom hours; 8 students. Darla Moore School of Business, Columbia SC (USA). 4.16/5.00.
- Global Competitive Analysis. 08-12/2016. MIB + IMBA; 35 classroom hours; 19 students. Darla Moore School of Business, Columbia SC (USA). 4.13/5.00.
- Global Competitive Analysis. 08-12/2016. Undergraduate Senior; 35 classroom hours; 24 students. Darla Moore School of Business, Columbia SC (USA). 4.30/5.00.
- Making the Compelling Business Case. 09/2015. PGDM+PGPX/MBA course; 35 classroom hours; 47 students. MYRA School of Business, Mysore (India). 4.78/5.00.

- International Business and Management. 07-08/2015. PGP/MBA course, 30 classroom hours; 40 students. Indian Institute of Management Indore, Mumbai (India). 9.21/10.00.
- Management Consulting Frameworks. 03/2015. EPGP/MBA course; 20 classroom hours, 19 students. Indian Institute of Management Indore, Indore (India). 8.88/10.00.
- International Business and Management. 02-03/2015. PGDM+PGPX/MBA course; 35 classroom hours; 23 students. MYRA School of Business, Mysore (India). 4.94/5.00.
- Making the Compelling Business Case. 11-12/2014. PGDM+PGPX/MBA course; 35 classroom hours; 47 students. MYRA School of Business, Mysore (India). 4.73/5.00.
- Management Consulting Frameworks. 08-10/2014. EPGP/MBA course; 20 classroom hours, 52 students. Indian Institute of Management Kozhikode, Kochi (India). 4.36/5.00.
- Customer Service Management. 06/2014. PGDM/MBA course; 35 classroom hours; 60 students. MYRA School of Business, Mysore (India). 4.76/5.00.
- Customer Relationship Management: Strategy, Processes & Systems. 2005/06 (III). PGSEM/MBA course, 65 students. Indian Institute of Management Bangalore, Bangalore (India). 4.32/5.00.

## Executive Education Evaluation (*selected*)

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- Intercultural Competencies & Communication Workshop. Infosys BPO, Pune (India). 03/2016. & Bangalore (India). 05/2016. 2-day workshop for middle managers; 16 & 29 PAX. 9.16/10.00.
- Intercultural Communication Skills. McKinsey, Chennai (India). 02/2016. 2-day workshop for analysts of the Knowledge Center; 28 PAX. 4.76/5.00. & New Delhi/Gurgaon (India). 02/2016. 2-day workshop for senior analysts; 20 PAX. 4.75/5.00.
- Intercultural Communication Skills India. Hilft Befestigungstechnik, Buchs (Switzerland). 10/2015. 2-day workshop for solution architects and project managers; 16 PAX. 4.73/5.00.
- Intercultural Management India. WHU – Otto Beisheim School of Management, Mumbai & Bangalore (India). 02/2015. Faculty Director for a 1-week program for CIOs from Germany; 19 PAX. 4.29/5.00.
- International Management & Teambuilding. KHS, Ahmedabad (India). 12/2013. 3-day senior management workshop with participants from Germany, India, and U.S.; 14 PAX. 4.86/5.00.
- Professionalizing the Investment Appraisal. London South Bank University, London (U.K.). 12/2012. 1-day workshop for business managers and financial planners; 16 PAX. 4.12/5.00.
- Intercultural Communication. 09/2012. WHU – Otto Beisheim School of Management, Vallendar (Germany). 09/2012. Half-day workshop for the executive part-time MBA course; 28 PAX. 3.36/5.00.
- Intercultural Communication India. Capgemini, Les Fontaines (France). 08/2012. 1-day workshop. Training for delivery managers and consultants; 19 PAX. 4.80/5.00.
- Cloud: Commercial and Financial Acumen. Microsoft, SMSG Readiness, Reading (U.K.). 08/2011. Half-day workshop together with Yinshan Tan (Henley Business School); 16 PAX. 3.92/5.00.
- Intercultural Communication India. Capgemini & Schneider Electric, Löhrs (Germany). 07/2011. 1.5-day workshop. Training for delivery managers and consultants; 15 PAX. 4.74/5.00.

[Last update: 27 July 2017]