

# Dissertation Defense Information

## DBA PROGRAM

Gabriela Alvarado	
Cohort	October 2008
Nationality	Mexican
Area	Strategy
Thesis Title	
<i>"The other Side of the Coin: the Effects of Reputation on Firms' Strategic Choices"</i>	
Abstract	This research examines the effects of organizational reputation on firms' strategic choices in the context of the business school industry. In doing so, we employed reputational measures from the economics and institutional perspectives.
Proposal Date	17 <sup>th</sup> March 2011
Dissertation Date	8 <sup>th</sup> September 2011

Jean Noël Dollet Della Monta	
Position	POS & Gifting Director
Cohort	October 2006
Nationality	French
Area	Operations / Supply Chain & Management
Thesis Title	
<i>"Premium &amp; Super Premium Wines &amp; Spirits Brands Multi-Level Network Orchestration in a FlatWorld"</i>	
Abstract	This research aims to propose a framework that could support upper management in making the right decision, at the right moment, when choosing the appropriate network strategy corresponding to their business' market profile. This study is also a good way to demonstrate that Operations & Supply Chain play main roles of global marketing strategy for luxury products 'premiumization'.
Proposal Date	20 <sup>th</sup> October 2008
Dissertation Date	16 <sup>th</sup> December 2009
Outcomes	
Dollet, J., Díaz A. (2010). Network Orchestration in response to customized mass markets of Premium Wines and Spirits. Supply Chain Forum: An International Journal, Vol. 11,N1.	
Dollet J., Díaz A., Solís, L. (2010). Supply Networks for Luxury items – A study of the alcoholic beverage sector. Proceedings of the 4th International Conference of Operations and Supply Chain Management, Hong Kong.	
Dollet J., Díaz A. (2011). Supply Chain Orchestration for the luxury alcoholic beverage sector. The IUP Journal of Supply Chain Management, Vo. VII, No. 3, 2011	

Charles William Donovan	
<b>Position</b>	Head of Structuring and Valuation
<b>Cohort</b>	October 2008
<b>Nationality</b>	American
<b>Area</b>	Finance
<b>Thesis Title</b>	
<i>"Expected Return on Equity Capital for Renewable Energy Investment in India"</i>	
<b>Abstract</b>	This study will fill an existing gap in the literature by estimating a key input variable in the normative process of decision-making proposed by mainstream financial theory. The research will contrast the idealized process to the actual decision routines of renewable energy investors.
<b>Proposal Date</b>	16 <sup>th</sup> December 2010
<b>Dissertation Date</b>	28 <sup>th</sup> June 2012 (scheduled)
<b>Outcomes</b>	
<p><b>Donovan, C.</b> and Nunez, L. (2012) "Figuring What's Fair: The Cost of Equity Capital for Renewable Energy in Emerging Markets." <i>Energy Policy</i> (40), January 2012, Pages 49–58</p>	
<p><b>Donovan, C.</b> "The Cost of Capital and Other Myths of Finance", Presentation to London Energy Forum (London Business School), May 2012</p>	

Alberto Lavín Fernández	
Position	International Management Consultant
Cohort	October 2007
Nationality	Spanish
Area	Organizational Theory/Corporate Governance
Thesis Title	
<i>"The crisis on Board: The effect of economic slowdown on Boardroom composition and decision making processes"</i>	
Abstract	This research tries, through a grounded approach, to explain which the reactions to economic slowdown and crisis have been in Boardroom settings. Based on this portrait, a number of implications for organizational behavior in top management settings, for corporate governance (CG) and strategy (e.g. on the short vs. long term orientation of decision making activity) are depicted. From the perspective of the inner life of the Boardroom, resemblances between Boardroom life and other well-known organizational theory frameworks (e.g. the garbage can model of choice) are described. Implications for CG practice, really relevant in this realm, are also presented.
Proposal Date	10 <sup>th</sup> November 2010
Dissertation Date	2 <sup>nd</sup> July 2012 (expected)
Outcomes	
Lavín, Alberto & Mazza, C. " The crisis on Board: The effect of economic slowdown on Boards decision making processes" Academy of Management Annual Conference, San Antonio, 2011.	
Lavín, Alberto & Mazza, C. "Corporate saviors or disaster culprits?: The effect on economic crisis of Boardroom decision making behavior crisis" Working paper.	

Manuel Ruiz Aldereguia	
Position	CEO
Cohort	October 2006
Nationality	Spanish
Area	Operations
Thesis Title	
<i>"The Effect of Software Quality in Acquisition Companies – How to Prevent Errors and Risks"</i>	
Abstract	The purpose of this thesis is to analyze the way in which users / buyers can influence in the quality of software, the errors that are produced due to low quality and the associated risks.
Proposal Date	9 <sup>th</sup> December 2009
Dissertation Date	21 <sup>st</sup> December 2010

## Murat Ünal

**Position** Member of the Board

**Cohort** October 2008

**Nationality** German, Turkish

**Area** Strategy Consulting

### Thesis Title

*“The Small World of Islamic Finance – Multiple Ties and Social Capital’s Impact on Board Membership “*

### Abstract

This dissertation addresses numerous calls by researchers to empirically test the effects of social capital on organizational outcomes, rather than just to provide a theoretical explanation or anecdotal evidence. It focuses on an emerging industry, the Islamic Finance sector and is based on a unique dataset of 367 individuals, so called Sharia Scholars, sitting on the respective Sharia boards of 400 commercial financial services institutions across 32 countries globally, covering 1407 Sharia board memberships.

**Proposal Date** 20<sup>th</sup> July 2010

**Dissertation Date** 22<sup>nd</sup> September 2011

### Academic publications

**Ünal, M.** & Munoz, C. (2010). "How long is a piece of String", International Commerce Review (8 September 2010), Springer Science, pp. 1–5–5

### Academic Conferences

**Ünal, M.** “Shari’ah Governance Framework: Social Networks and Impact on Corporate Governance in the Islamic Finance Industry”, Malta Institute of Management Islamic Finance Conference 2010

**Ünal, M.** “The Small World of Islamic Finance – The Role of Social Networks in Corporate Governance”, Conference: Islamic Finance in Europe: overview and perspectives, Ecole de Management de Strasbourg, Université de Strasbourg, October 2010

**Ünal, M.** “Shari’ah Governance Framework: Social Networks and Impact on Corporate Governance in the Islamic Finance Industry – An Update”, Malta Institute of Management Mediterranean Islamic Finance Conference 2011

Kock, C., Gözübüyük, R. & **Ünal, M.** “Strategies for a Multi-Polar World: National Institutions and Global Competition” Strategic Management Society Annual Conference, Miami, 2011.

**Ünal, M.** “The Small World of Islamic Finance – Multiple Ties and Social Capital’s Impact on Board Membership” Sunbelt – International Network for Social Network Analysts Conference, Los Angeles 2012

Kock, C., Gözübüyük, R. & **Ünal, M.** “When does centrality hurt performance? Agency issue and network multiplexity in Islamic finance, EGOS Colloquium Helsinki 2012

**Ünal, M.** “The Small World of Islamic Finance”, Gulf Research Meeting at the University of Cambridge, Cambridge 2012

### Academic Seminars

**Ünal, M.** "The Importance of Socially Responsible Investments for Institutional Investors – a network analytic perspective", WHU – Otto Beisheim School of Management, Vallendar, September 2009

Ünal, M. "Shariah Scholars and Governance – a Network Analytic perspective", Seminar on Enhancing Shari'ah Structure and Compliance in Promoting Financial Stability, International Shariah Research Agency ISRA, Kuala Lumpur, January 2011

**Ünal M.** "A Picture is Worth a Thousand Words – The Application of Social Network Analysis and Visualization to the Investment Industry", Goethe University, Frankfurt February 2012

**Ünal, M.** "THE SMALL WORLD OF ISLAMIC FINANCE – MULTIPLE TIES AND SOCIAL CAPITAL'S IMPACT ON BOARD MEMBERSHIP, The University of Sharjah, Sharjah/United Arab Emirates, February 2012

**Ünal, M.** "A Picture is Worth a Thousand Words – The Application of Social Network Analysis and Visualization to the Investment Industry", WHU – Otto Beisheim School of Management, Vallendar, May 2012

### Practitioner Articles

**Ünal, M.** "Shari'a Investments: sicher in der Warteschleife, Financial Times DPN (German Pension News), November 2008

**Ünal, M.** „Walk The Talk“, Investment & Pensions Europe, October 2010

**Ünal, M.** "Nachhaltige Investoren und ihre Dienstleister – eine netzwerkanalytische Perspektive", Financial Times DPN (German Pension News), November 2009

**Ünal, M.** "Nachhaltige Investoren und Ihre Dienstleister – Netzwerkanalyse Reloaded /Sustainable Investors and their Providers – Network Analysis Reloaded", Financial Times DPN (German Pension News), October/November 2010

**Ünal, M.** „Festung Schweiz: geografisch nah und doch so fern?, Financial Times DPN (German Pension News), October 2011

**Ünal, M.** „Die Zukunft der Anlagen im Reich der Mitte, Financial Times DPN (German Pension News), December 2011

**Ünal, M.** "Schweizer Pensionseinrichtungen und Ihr Anbieternetzwerk/Swiss Pension Funds and their Provider Network", Financial Times SPN (Swiss Pension News), December 2011

**Ünal, M.** „Die Zukunft der Anlagen im Reich der Mitte, Financial Times SPN (Swiss Pension News), February 2012

### Videos

**Ünal, M.** "Social Network Analysis in Responsible Investing and Islamic Finance", CFA Institute, video podcast, October 2010

**Ünal, M.** "Sharia Governance in Islamic Finance", Institute of Islamic Banking and Insurance London, video podcast, October 2010

### Awards Recognitions

Winner of the 2010 Mediterranean Presidential and Global Islamic Finance Award (Malta Institute of Management) under the Patronage of Malta's President Dr. George Abela (October 2010)

Winner of the 2011 Mediterranean Presidential and Global Islamic Finance Award (Malta Institute of Management) under the Patronage of Malta's President Dr. George Abela (October 2011)

Outstanding Participation Award (EMBA guest speaker series), The University of Sharjah, United Arab Emirates (February 2012)

# Proposal Defense Information

## DBA PROGRAM

Faisal Al-Kadi	
Cohort	October 2007
Nationality	Saudi
Area	Entrepreneurship
Proposal Title	
<i>"The Role of National Culture in Entrepreneurship: A Cross-Country Study."</i>	
Abstract	The paper adopts theoretical justifications for the link between culture and entrepreneurship (as a whole) as well as for each cultural dimension and the entrepreneurial activity levels.
Proposal Date	23 <sup>rd</sup> November 2011

Guillermo Alonso Rodriguez	
Cohort	October 2008
Nationality	Spanish
Area	Operations
Proposal Title	
<i>"Operational Contingencies and the Impact of Specialization and ask Variety On The Learning Curve Of The Knowledge Workers."</i>	
Abstract	The study proposed will contribute to the classical learning and quality learning curves literature by analyzing its relationships with the specialization-flexibility trade-off. A new set of empirical evidences are expected to be obtained for a better understanding of all the factors contributing to the behavior of a so complex phenomenon.
Proposal Date	15 <sup>th</sup> June 2011

Manuel Chinchilla	
Position	International Business Executive
Cohort	October 2007
Nationality	Honduran
Area	Strategy & International Business
Proposal Title	
<i>"The Influence of Environmental Pressures in the Decoupling of Intended Plans from Actual Practice at Subsidiaries of Multinational Firms "</i>	
Abstract	A gap between what subsidiaries "say they do" from what "they actually do" is widespread across multinational corporations. Decoupling of formal structures from actual practice provides some benefits to the business units' managers, as it enables them to maintain legitimacy and gain access to resources from multiple constituents while their activities can respond to more practical or unilateral considerations. This dissertation proposal argues that there is a direct relationship between the level of complexity of the local environment and the decoupling of formal corporate plans from actual practices.
Proposal Date	10 <sup>th</sup> April 2012

Alberto Hernansanz	
Position	
Cohort	October 2006
Nationality	Spanish
Area	Operations
Proposal Title	
<i>"The Impact of Outsourcing on Safety Performance. Evidence from Nuclear"</i>	
Abstract	Research in outsourcing implications has been expanded substantially during last decades; however most of the studies have been dominated by economic perspectives, and there are rather few systematic and large-scale empirical studies trying to determine the global effects of outsourcing on performance, including non cost-efficiency perspectives. This research has been empirical designed to contribute to this stream providing evidence through qualitative and quantitative analysis about outsourcing effects on safety performance.
Proposal Date	14 <sup>th</sup> October 2011

Frank Artur Hock	
Position	Manager Quality Assurance
Cohort	October 2008
Nationality	German
Area	Information Systems
Proposal Title	
<i>"IT Service Management Outsourcing &amp; BPO: Impact of capabilities on IT vendor's competitive advantage within Business IT Alignment Models for ITSM (ITIL V3 &amp; ISO 20000)"</i>	
Abstract	The paper establishes the impact of capabilities of service provision on the competitive advantage for the ITSM vendor. The detailed impact of capabilities is tested in order to confirm its importance for strategic decisions about ITSM capabilities that are a requirement of ITIL V3.
Proposal Date	20 <sup>th</sup> December 2010

Abraham Lee	
Cohort	October 2008
Nationality	American
Area	Economy/Human Resources
Proposal Title	
<i>"Returning Scholars as Champions of Absorptive Capacity Capabilities: The Strategic Role of Repatriate Knowledge Workers in Shaping Organizational Routines in the Rapidly Emerging Economic Context."</i>	
Abstract	This research attempts to study the mediating influence of repatriated experts on the development of absorptive capacity by organizations in a rapidly developing economic context
Proposal Date	17 <sup>th</sup> November 2011

Yvonne Thato Moerane	
Cohort	October 2006



Nationality	South Africa
Area	Finance
Proposal Title	
<i>"Telecommunications Operators in Emerging Markets: How their Valuation compares to those in Developed Markets and Why "</i>	
Abstract	The purpose of this dissertation is to analyse market valuations of telecommunications operators in different regions, applying the theory of corporate finance as it has evolved over the years, to understand the differences and causes thereof.
Proposal Date	23 <sup>rd</sup> September 2008

<b>David Alan Ragland</b>	
Position	Vice President, Consulting Services
Cohort	October 2008
Nationality	United States
Area	Human Resources and Organizational Behavior
Proposal Title	
<i>"National Culture as a Moderator of Leadership Style and Group Cohesion in Global Virtual Teams "</i>	
Abstract	This research examines the moderating role of national culture on the relationship between leadership style and group cohesion in global virtual teams (GVTS). Theoretical foundations from national culture research and leadership studies are presented; as well as a review of the extant literature on global virtual teams. Based upon gaps identified in the literature, a set of hypotheses and a high-level research model are proposed; as well as a methodology for conducting the study, expected findings, potential research limitations, intended practical contributions and anticipated theoretical contributions.
Proposal Date	14 <sup>th</sup> September 2011
Outcomes	
<b>Ragland, D. A.</b> , "National Culture as a Moderator of Leadership Style and Group Cohesion in Global Virtual Teams." Working Paper	
<b>Ragland, D. A.</b> , "The Impact of Global Virtual Work on Expatriate Employee Outcomes." Working Paper	
<b>Ragland, D. A.</b> , "A Leadership Framework for Managing Cultural Diversity in Global Virtual Teams." Working Paper	
<b>Ragland, D. A.</b> , "Cross-cultural Risk Identification and Mitigation in International ITS Insourcing Ventures." Working Paper	

<b>Juan-Francois Swartz</b>	
Cohort	October 2008



Nationality	South African
Area	Strategy
Proposal Title	
<i>"Entry Strategies and the Impact of Environmental Factors on Success in the Lesser or Least Developed Emerging Economies: a Mobile Industry Perspective."</i>	
Abstract	The differentiation between the environments within developed countries and emerging economies are well documented and so is the heterogeneity of environmental factors present within emerging economies. In the following papers I will show that, in line with the theoretical perspectives of Transaction Cost Economics (TCE) and the Resource-Based View (RBV), these heterogenic environmental factors will impact the market penetration of firms, as well as the entry strategies successfully utilized by firms entering these markets.
Proposal Date	Summer 2012 (expected)