

# PEPPERDINE UNIVERSITY

## Graziadio School of Business and Management

### DR. ARIFF KACHRA

6100 Center Drive, Suite 465, Graziadio School of Business and Management  
Pepperdine University, Los Angeles, CA, 90045  
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#### CAREER OBJECTIVE

To pursue a challenging career as an educator and researcher in the area of strategic management.

#### HIGHLIGHTS OF QUALIFICATIONS

- Graduated from Richard Ivey School of Business, which is ranked among the top 10 international business schools outside the US.
- Have over 10 years of teaching experience at the MBA and Executive Levels.
- Recipient of the Howard A. White Award for Teaching Excellence ( a cross-university award).
- Received an overall average of 4.81 out of 5 in 30 classes in strategy in the Fully Employed (mid-career Executives) and Full Time MBA programs over the last five years.
- Presented on five occasions at the *Academy of Management Conference*, the largest and most well-attended conference for academics in strategy.
- Presented on three occasions at the *Strategic Management Society*, the largest conference bringing together both academics and practitioners of strategic management.
- Published in the *Journal of World Business*, rated among the top 3 journals of International Business.
- Articles forthcoming in the *Journal of Management Education* and *Strategic Management Journal*.
- Author of “Starbucks”, North America’s top selling case for the last 10 years according to the Richard Ivey School of Business
- Actively engaged in a program of research that spans the next five years.
- Served as the first Chair for Faculty Development at GSBM.
- Held the position of Academic Director of Fully Employed MBA Programs for one year.
- Eclectic management experience including being part of a top management team
- Currently consult on an ongoing basis with a dozen different companies/organizations in Los Angeles and the United States.

#### EDUCATION

2002	Ph.D. Strategy and General Management Richard Ivey School of Business - University of Western Ontario
1997	Case Teaching and Writing Training Program - University of Western Ontario
1993	M.B.A International - Magna Cum Laude - University of Ottawa

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1991 B.A. Administration - Major in Marketing - Cum Laude - University of Ottawa

### **DISSERTATION**

Kachra, Ariff. 2002. "Reciprocity and Knowledge Transfer: The Role of Social and Economic Factors". University of Western Ontario: London, Ontario.

### **JOURNAL PUBLICATIONS**

Kachra, Ariff & White, R.E. 2008. Know-How Transfer: The Role of Social, Economic and Organizational Factors. Forthcoming in Strategic Management Journal 2008.

Kachra, Ariff & Schnietz, Karen. 2007. "The capstone strategy course: What might real integration look like: Forthcoming in the Journal of Management Education 2007.

Kachra, Ariff. 2005. "The practical nuances of leadership: Interview with Jim Kouzes". Graziadio Business Review. 8(5).

Beamish, P.W. & Kachra, Ariff. 2004. "Number of Partners and Joint Venture Performance". Journal of World Business. 39(2): 107-120.

### **BOOK CHAPTERS (PEER REVIEWED)**

Kachra, Ariff & Schnietz, Karen. 2007. "Decision-making Models". Encyclopedia of Business Ethics and Society.

Kachra, Ariff & Schnietz, Karen. 2007. "Barriers to Entry". Encyclopedia of Business Ethics and Society.

Schnietz, Karen & Kachra, Ariff. 2007. "Transaction Costs". Encyclopedia of Business Ethics and Society.

Schnietz, Karen & Kachra, Ariff. 2007. "Opportunism". Encyclopedia of Business Ethics and Society.

### **CASES**

**Kachra, Ariff & Crossan, Mary. 1999. Starbucks. University of Western Ontario: London, Ontario.**

Published in the following Books:

- Strategic Management: A Casebook, 7<sup>th</sup> Edition. Crossan, Bansal, Fry, Killing, Nicholls-Nixon, and White. Prentice Hall Inc. Copyright © 2005. ISBN 0-13-127823-1
- Strategic Management: A Casebook. 7<sup>th</sup> Edition. Paul W. Beamish. McGraw Hill Higher Education. Copyright © 2005. ISBN 0070889570
- Strategic Management: Competitiveness and Globalization, 4<sup>th</sup> Edition. Hitt, Ireland and Hoskisson. South-Western College Publishing. Copyright © 2001. ISBN 0-324-001731-6

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## Graziadio School of Business and Management

- **Strategic Management: Competitiveness and Globalization, First Canadian Edition.** Hitt, Ireland, Hoskisson, Sheppard & Rowe. Nelson Thompson Learning Publishing. Copyright © 2002. ISBN 0-17-616898-2
- **Strategic Management: A Casebook, 6<sup>th</sup> Edition.** Crossan, Fry, Killing and White. Prentice Hall Inc. Copyright © 2002. ISBN 0-13-066163-5
- **Strategic Management: A Canadian Casebook, 5<sup>th</sup> Edition.** Crossan, Fry, Killing, Morrison and White. Prentice Hall Inc. Copyright © 2000. ISBN 0-13-083681-8
- **Cases in Strategic Management, 6<sup>th</sup> Edition.** Beamish. McGraw-Hill Ryerson Ltd . Copyright © 2002. ISBN 0-07-089805-7
- **International Banking: Text and Cases, 1<sup>st</sup> Edition.** Hughes & MacDonald. Addison Wesley. Published 2001

**Kachra, Ariff & Crossan, Mary. 1999. Loewen Group. University of Western Ontario: London, Ontario.**

Published in the following Books:

- **Strategic Management: A Casebook, 7<sup>th</sup> Edition.** Crossan, Bansal, Fry, Killing, Nicholls-Nixon, and White. Prentice Hall Inc. Copyright © 2005. ISBN 0-13-127823-1
- **Strategic Management: A Casebook. 7<sup>th</sup> Edition.** Paul W. Beamish. McGraw Hill Higher Education. Copyright © 2005. ISBN 0070889570
- **Strategic Management: Competitiveness and Globalization, 4<sup>th</sup> Edition.** Hitt, Ireland and Hoskisson. South-Western College Publishing. Copyright © 2001. ISBN 0-324-001731-6.
- **Strategic Management: A Casebook, 6<sup>th</sup> Edition.** Crossan, Fry, Killing and White. Prentice Hall Inc. Copyright © 2002. ISBN 0-13-066163-5
- **Strategic Management: A Canadian Casebook, 5<sup>th</sup> Edition.** Crossan, Fry, Killing, Morrison and White. Prentice Hall Inc. Copyright © 2000. ISBN 0-13-083681-8

**Kachra, Ariff. 1999. Overheads and Speakers' Notes to accompany the Teaching Guide. *Strategic Management: A Canadian Casebook - 5<sup>th</sup> Edition.***

### CONFERENCE PROCEEDINGS

Kachra, Ariff & White, Rod. 2004. Examining the evolution of exchange: shedding light on the relationship between opportunism and exchange. Presented at the Administrative Sciences Association of Canada, Quebec City, 2004.

Kachra Ariff. 2000. "Taking Stock of the Role of Managers in Organization Theory and Research". Proceedings for the Administrative Sciences Association of Canada. 20(6): 62-72. (Best Student Paper Award and Honorable Mention for Best Paper)

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## Graziadio School of Business and Management

Kachra, Ariff & Hebert, Louis. 1999. Managerial Behavior, IJV Structure and Venture Performance. Academy of International Business Proceedings.

Kachra, Ariff. 1997. "The Effect of National Culture on the Choice of Entry Mode for Japanese Foreign Direct Investment". Proceedings for the Administrative Sciences Association of Canada. 18(8). (BEST STUDENT PAPER AWARD)

### **CONFERENCE PRESENTATIONS**

Kachra, Ariff & Schnietz, Karen. 2007. Exploring the theoretical link between emotional intelligence and ethical decision-making. Presented at the 2007 Academy of Management Conference, Philadelphia, Pennsylvania.

Kachra, Ariff & Vera, Dusya. 2006. Improvisational Decision-Making: An Empirical Examination Of The Role Of Top Management Characteristics. Presented at the Strategic Management Society, Vienna, Austria, 2006.

Kachra, Ariff & Schnietz, Karen. 2006. The Role of Emotional Intelligence in Ethical Decision-making. Presented at the 2006 Annual Meeting of the Society for Business Ethics, Atlanta, Georgia.

Kachra, Ariff & Schnietz, Karen. 2005. Breaking down strategy silos: strategy instruction for the future. Presented at the Strategic Management Society, Florida, 2005.

Kachra, Ariff. 2005. A process view of instability in cooperative ventures: The role of reciprocity. Presented at the Academy of Management Conference, Hawaii, 2005.

Kachra, Ariff & Schnietz, Karen. "Morals Matter:" Fuzzy" Ethical Business Dilemmas and Emotional Intelligence. Presented at the 2005 Christian Scholars Conference: "Restoration Tradition and the Emerging Academy", Malibu, CA.

Kachra, Ariff & Vera, Dusya. 2004. An improvisational model of strategic decision making: Characteristics, antecedents, and performance outcomes. Presented at the Academy of Management Conference, New Orleans, 2004.

Kachra, Ariff. 2004. The intersection of diversity - faith – teaching and research. Presented at the Panel on the "The Integration of Faith and Learning in the Professional Schools: Opportunities and Challenges" at Pepperdine University Faculty Conference, Malibu, 2004.

Kachra, Ariff . 2003. Innovation and Knowledge Exchange: A framework for R&D Managers. Presented at the Strategic Management Society Conference, Baltimore, 2003.

Kachra, Ariff. 2003. Know-How Transfer: The Role of Social, Economic and Organizational Factors. Presented at the Academy of Management Conference, Seattle, 2003.

Kachra, Ariff. 2003. Reciprocity: A Synthetic Concept between the Economic and Social Perspectives on Exchange. Presented at the Academy of Management Conference, Seattle, 2003.

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## Graziadio School of Business and Management

Kachra, Ariff. 2003. How can you make your R&D department more innovative? Pepperdine Business Symposium. Malibu, California.

Kachra, Ariff. 2003. Reconceptualizing Strong and Weak Ties and their Roles in R&D. Presented at the Administrative Sciences Association of Canada Conference, Halifax, 2003.

### WORKING PAPERS

Kachra, Ariff & Schnietz, Karen. 2007. The Role of Emotional Intelligence in Ethical Decision-making. Presented at the 2006 Annual Meeting of the Society for Business Ethics, Atlanta, Georgia.

- This theory paper will be under review at Academy of Management Review by March 2008.

Kachra, Ariff & Schnietz, Karen. 2007. The Role of Emotional Intelligence in predicting a manager's ability to identify and manage fuzzy ethical dilemmas.

- Currently collected 300 matched surveys. Survey 1 is the MSCEIT. This data is matched to coded data from a memo each manager has written regarding how they might resolve a particular managerial issue involving various ethical dimensions. A draft of the empirical paper will be completed by January 2008.

Kachra, Ariff & Vera, Dusya. 2004. Improvisational Decision-making in the TMT and Firm Performance.

- Currently we have collected data from 75 teams. Each team is comprised of 4 to 6 participants. Data is collected at three different intervals. The first survey measures various aspects of the personality of each member of the team. Then each team plays the business simulation game over the course of 24 hours, where each hour represents a quarter in the life of the company. Teams compete and we measure their performance relative to each other every quarter for 6 simulated years. The second survey measures each team member's perceptions of the various types of decision-making that occurred during the simulation. Survey data is matched and we conduct an empirical test of the relationship between Improvisational decision-making and firm performance. Data collection is complete and we are currently writing the paper. A draft of the empirical paper will be completed by March 2008.

Kachra, Ariff & Vera, Dusya. 2004. An improvisational model of strategic decision making: Characteristics, antecedents, and performance outcomes.

- This theory paper will be under review at Academy of Management Review by December 2007.

Kachra, Ariff & White, R.E. 2005. A process view of instability in cooperative ventures: The role of reciprocity.

- This theory paper will be under review at Journal of International Business by June 2008.

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### ACADEMIC WORK EXPERIENCE

- 2006-2007**      **Academic Director, Fully Employed Programs**  
**Pepperdine University**  
**The George L. Graziadio School of Business and Management**
- 2001-Pres**      **Associate Professor of Strategic Management**  
**(Promoted to Associate in March 2007)**  
**Pepperdine University**  
**The George L. Graziadio School of Business and Management**
- Taught strategic management to mid-career executives pursuing their MBA
  - Overall Average Evaluation for all classes taught in the last 6 years is 4.86 on a 5 point scale
- 1998 to 2001**      **Sessional Instructor**  
**University of Western Ontario - Continuing Education**
- Taught strategic management to mid-career executives in the CIM program
  - Managed various consulting projects
  - 1999 (2 Sections): Evaluation 4 and 4.5 on a 5-point scale.
  - 2000 (1 Section): Evaluation 4.5 on a 5-point scale
- 1999**              **Seminar Leader**  
**University of Western Ontario - Continuing Education**
- Conducted a two-day seminar for managers entitled "Decision making - the Strategy Way"
- 1998**              **Teaching Assistant**  
**University of Western Ontario - Richard Ivey School of Business**
- Taught MBA classes when professors were absent
  - Helped prepare teaching plans on a weekly basis
  - Updated teaching materials and created new teaching resources
- 1997**              **Case Writer**  
**University of Western Ontario - Richard Ivey School of Business**
- Authored two cases: The Loewen Group and Starbucks for teaching at the graduate and senior undergraduate levels
  - Updated one case: Harlequin Romances
- 1994-1996**      **Sessional Professor (Classes were taught in French)**  
**University of Ottawa**
- Taught three courses: Multinational Business Management, Management of the Enterprise and Strategic Management to undergraduate students
  - developed a training seminar to help students understand the impact and importance of culture in international management

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- designed an in-class game to help students internalize the most important factors when preparing a turn-around strategy
- conducted various games related to negotiation
- All evaluations average 4 on a 5-point scale



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### **PROFESSIONAL WORK EXPERIENCE**

**2001 to Pres. Principal Management Consultant  
Kachra and Associates.**

- Ongoing consulting relationships with various national and international companies.
- Services:
  - executive coaching focusing on leadership, decision-making and management style in the context of strategy formulation and implementation
  - highly specialized and custom built training programs for middle to senior management around managing change, becoming more innovative and creative, and strategic planning and decision-making
  - strategic facilitation – facilitating annual, bi-annual and quarterly strategic planning exercises with senior management and/or boards of directors
  - problem solving around strategic and structural issues at various levels in the organization
  - team building and managing team dynamics and effectiveness
  - Sample of Companies and Organizations served: Brink's, Autoland, Southern California Edison, Ocean Express Seafood, Kinecta Federal Credit Union, PROCU, Consumer Lending Roundtable.

**1995 to 1997 Director (Vice President), Marketing and Membership  
Transportation Association of Canada**

- participated in strategic planning exercises with other senior managers
- designed marketing, recruitment and promotional strategies
- oversaw the implementation of a membership database
- composed and implemented different market research studies
- helped various departments develop a stronger customer service orientation

**1994 Member Services Manager  
Transportation Association of Canada**

- planned, organized and marketed the largest transportation conference in Canada
- implemented various membership recruitment efforts
- managed a national scholarship program
- oversaw the review of over 250 technical papers
- organized and promoted various different trade shows

**1993 Research Analyst  
Global Securities - Istanbul, Turkey**

- analyzed the strategic direction of public companies
- prepared company profiles for Mutual Fund Managers in Europe and the US
- forecasted potential stock price movement
- conducted strategy discussions with senior management of various companies

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- authored a report on 'Investment Opportunities for Canadian Business in Turkey'

**1992**

### **Coordinator**

#### **Business and Engineering Development Association**

- formulated and implemented promotion plans
- produced a new fund-raising proposal and presentation strategy
- networked with many Senior Executives and engineering and management Deans
- managed a staff of fund-raisers and a team of volunteers
- organized promotional events, and a technology management case competition

**1991**

### **Manager**

#### **Small Business Consulting Service - University of Ottawa**

- recruited, trained, supervised and evaluated four consultants and a sales staff
- served as project manager and advisor for over 50 projects
- developed a five year business plan and undertook financial management
- designed and implemented a marketing strategy
- communicated with media and local business groups

**1990**

### **Consultant**

#### **Small Business Consulting Service - University of Ottawa**

- met with potential clients on a daily basis
- generated proposals and conducted presentations
- completed contracts dealing with: • market research • promotional strategies • marketing plans • business plans for new financing and strategic turnaround • financial plans • feasibility studies

## ***SKILLS***

**Languages:** • English • French • Gujerati, Kachi, Urdu (spoken only)

**Computer:** • Microsoft Office • WordPerfect • SPSS • PLS (Advanced Computer User)

## ***EXTRA CURRICULAR ACTIVITIES AND VOLUNTEER SERVICE***

- 2003-Present** • Academic Peer Reviewer for Administrative Sciences Association of Canada
- 2003** • Academic Peer Reviewer for Academy of International Business
- 2003** • Academic Peer Reviewer for Academy of Management
- 2003** • Reviewed a paper for Academy of Management Journal
- 2003** • Big Brother, Big Brothers/Big Sisters of Greater Los Angeles
- 2003** • US National Trainer, 1-ON-1 Tutoring Program, Aga Khan Education Services
- 2002/03** • US National Project Manager, Education Assistance Program, Aga Khan Education Services
- 2002/03** • US Western Region Tutor Trainer, Homework Help Program, Aga Khan Education Services
- 2002** • Special Projects Manager, Ismaili Community Center, Los Angeles, CA

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- 2000** • VP Planning and Administration, Ismaili Community Center, London, ON
- 1998-2001** • Academic Advisor, University of Western Ontario, Ismaili Students' Association
- 1999** • President, Ph.D. Association, University of Western Ontario
- 1996** • Religion Teacher (Since 1987), Ismaili Community Center, Ottawa, ON
- 1996** • VP M.B.A. International Alumni Association (From 1994), University of Ottawa
- 1995** • Promotional Speaker for the University of Ottawa to help promote the M.B.A Program
- 1994** • Community Action Group on Bridge Building between Different Ethnic Communities, Ismaili Community Center, Ottawa, ON
- 1994** • Aga Khan Foundation Partnership Walk Corporate Sponsorship Committee, Ottawa, ON
- 1994** • Helped the University of Ottawa promote Academic International Exchanges
- 1993** • Graduate Students' Representative on the Committee to Review Discriminatory Entrance Requirements at the University of Ottawa
- 1993** • Chairperson, Education Committee, Ismaili Community Center, Ottawa, ON
- 1992** • Class Representative, M.B.A. Association, University of Ottawa
- 1992** • Chairperson, Youth Entrepreneurship Committee, Ismaili Community Center, Ottawa, ON
- 1991** • Member, Marketing Club, University of Ottawa
- 1990** • President, Ismaili Students Association, University of Ottawa
- 1990** • University Coordinator, Red Cross Blood Donor Clinic
- 1989** • Marketer, AIESEC (International Association for Students in Administration and Economics), University of Ottawa

### ***INTERESTS***

- live theatre, tennis, singing, badminton

### ***REFERENCES***

- available upon request

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