

JOSÉ R. de la TORRE

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EDUCATION

B.S. Eng. 1964 The Pennsylvania State University, Aerospace Engineering
M.B.A. 1966 The Pennsylvania State University, Management
D.B.A. 1971 Harvard University, Strategy and International Business

ACADEMIC APPOINTMENTS

INCAE - Central American Institute of Business Administration, Managua, Nicaragua,
1968-69 Visiting Assistant Professor

Universidad del VALLE, Cali, Colombia
1969 Visiting Professor and Fulbright Fellow

Harvard Business School, Boston, Massachusetts
1969-70 Research Associate

Georgia State University, Atlanta, Georgia
1970-74 Assistant Professor
1974-75 Associate Professor (with Tenure)

INSEAD, The European Institute of Business Administration, Fontainebleau, France
1973-74 Visiting Professor
1975-81 Associate Professor
1981-87 Professor (with Tenure)

The Anderson School, University of California, Los Angeles (UCLA)
1986-87 Visiting Professor
1987-97 Professor (with Tenure), Steps III to V (off scale)
1997-2002 Professor (with Tenure), Step VI (off scale)
2002- Professor Emeritus

Stockholm School of Economics, Sweden
1992 Visiting Professor, Institute of International Business

Theseus Institute, Sophia Antipolis, France
1997-2002 Visiting Professor (part time)

Universidad Adolfo Ibañez, Santiago and Viña del Mar, Chile
2001 Visiting Professor

Florida International University, Miami, Florida
2002-2008 Dean, The Alvah H. Chapman, Jr. Graduate School of Business
2002-2010 Professor and J.K. Batten Eminent Scholar Chair in Strategy
2010- Professor Emeritus

McDonough Business School, Georgetown University, Washington DC
2011- Visiting Professor

Executive MBA Consortium for Global Business Innovation
2010-2018 Founder and Executive Director

ACADEMIC ADMINISTRATION

At Florida International University

Dean, Alvah H. Chapman, Jr. Graduate School of Business
 Member of the College of Business Administration Executive Council and External Relations Committee
 Member of the President's Leadership Council, 2003-05
 Member of several University-wide Search Committees
 Chair, Latin American Forum, 2003-2011
 Chair, Faculty Council for Executive and Professional Education
 Member, Dean's Council
 Co-Chair, Chapman Executive Committee

At UCLA

Co-Chair, Organization and Strategic Studies Area, 1989-90.
 Chair, Policy and Organization Area, 1990-92.
 Co-Director, Advanced Executive Program, 1989-98
 Director, Center for International Business Education and Research (CIBER), 1989-2001.
 Founder and Chair, International Business Roundtable (INTABLE), 1989-99.
 Co-Chair, Faculty Executive Committee, Latin American Center, 1996-99.
 Latin American Center, Faculty Advisory Committee, 1987-2002.
 Pacific Rim Studies Center, Faculty Advisory Committee, 1988-90.
 ISOP (International Studies and Overseas Programs) Executive Committee, 1989-2002.
 Chair, ISOP Review Committee of Professional Schools, 1989-90.
 Latin American Research Seminar and Doctoral Symposium (Chair), 1991-92.
 Anderson School Dean Search Committee, 1992-93.
 Anderson School Doctoral Board, 1987-89.
 Faculty Advisor to Anderson's International Business Club, 1987-
 Member, Board of Anderson's Management Education Associates, 1989-92.
 Founder, International Management Fellows Program;
 Chair, IMF Spanish Track, 1990-2001
 Chair, IMF French Track, 1992-1995.
 Faculty Executive Committee, 1993-1996.
 Member, Committee on International Masters of Public Policy, School of Public Policy, 1995-2000.

At INSEAD

Director, Managing Multinational Enterprise Program, 1981-86
 Chair, Strategy and Environment Area, 1983-85
 Chair, Faculty Evaluation Committee, 1982-84
 Member of the INSEAD Board, 1982-85

OTHER PROFESSIONAL ACTIVITIES

Consultant to:

Inter-American Development Bank, 1969-71
 United Nations, Foreign Investment in Latin America, 1970
 Nicaraguan Chamber of Industries, 1972-73
 World Bank, industrial organization and management, 1973-75
 Spanish Ministry of Industry and the Basque Institute for Economic Research, 1978
 OECD Development Centre, Paris, 1978

Organization for Economic Cooperation and Development (OECD), Paris, 1980
 Organization of American States, internationalization of Latin American enterprises, 1980-89
 Studio Ambrosetti, SpA, Milan, Italy, 1975-95
 Numerous enterprises (1975-present) such as British Aerospace, British Petroleum, GKN, and Whitbread (U.K.); Akzo-Nobel and Heineken (Netherlands); Montedison and Telecom Italia (Italy); SONAE (Portugal); Novartis (Switzerland); After Image, Baxter, Easton Sports, Gallo Vineyards, John Hancock, Hughes Aircraft, Johnson & Johnson, Kraft Foods, Mead Imaging, Motorola and Sonoco (U.S.); Northern Telecom (Canada); the Bemberg Group (Argentina); and Mitsubishi Electric (Japan).
 Member of Ashoka Support Network, Miami and Latin America, 2010-present

Corporate and Government Board Memberships and Other Appointments:

Senior Policy Analyst, U.S. Department of Commerce, 1980-81
 Member, Board of Directors, Ambrosetti America, Los Angeles, CA, 1986-92
 Member, International Advisory Board, Mead Imaging, Dayton, OH, 1990-93
 Member, Select Panel, Project California, California Commission on Science and Technology, 1992-98
 Member, Faculty Advisory Board, Gemini Consulting, San Francisco, CA, 1991-97
 Member, Scientific Advisory Committee, Telecom Italia, Venice, Italy, 1994-96
 Member, Board of Advisors, *Los Angeles Times*, CA, 1993-97
 Co-Chairman, Perseus Consulting, Los Angeles, CA, 1998-2003
 Member of the Board of Directors, PROEZA S.A., Monterrey, Mexico, 1999-2005
 Audit Committee (2002-04)
 Chair, Strategy Committee (2004-05)
 Member, Board of Directors, Mphasis Corporation, Bangalore, India, 1998-2010
 Chair, Nominations Committee (2002-06)
 Chair, Compensation Committee (2006-2010)
 Strategy Committee (2008-2010)
 Member, Board of Directors, Quantum Corporation, Wellington, FL, 2007-2010
 Nominations Committee (2007-2010)
 Chair, Compensation Committee (2007-2010)
 Member, Board of Directors, Espirito Santo Bank (U.S.), Miami, FL, 2008-2015
 Directors' Loan Committee (2008-2015)
 Audit and Compliance Committee (2011-2015)
 Chair, Compensation Committee (2010-2015)
 Governance Committee (2012-2015)

University Board Memberships and Academic Advisory Activities:

Chair, International Academic Committee, U. Torcuato di Tella, Buenos Aires, Argentina, 2000-present.
 External Evaluator, University of Washington CIBER, 2001.
 Member, Committee of Visitors, National Science Foundation, Innovation and Organizational Change Program, 2003-2004.
 External Evaluator, University of Memphis CIBER, 2004.
 Member, International Advisory Board, EDHEC Business School, Lille and Nice, France, 2005-present.
 Member, International Advisory Board, ISCTE Business School, Lisbon, Portugal, 2006-present.
 Member, Advisory Council, Latinos in College, 2008-2013.
 Member, International Advisory Board, Bologna Business School, University of Bologna, 2009-present.
 External Examiner, Cyprus International Institute of Management, Nicosia, Cyprus, 2010-2014.
 Member, International Advisory Board, ORT School of Business, Montevideo, Uruguay, 2011-2015.
 External Evaluator, Haskayne School of Business, University of Calgary, 2013.
 Member External Evaluation Committee for several AACSB accreditation visits, 2005-2010.

AWARDS, GRANTS AND HONORS

Presidential Fellowship, The Pennsylvania State University, 1962-64
 Tau Beta Pi, Sigma Tau and Sigma Gamma Tau, engineering honor societies, 1964
 NDEA Fellowship, Harvard University, 1966-67
 Fellow, Latin American Teaching Fellowships (LATF), Tufts University, 1968-69
 Fulbright-Hayes Fellow, 1969
 Member of LATF's National Selection Committee, 1970-78
 First Prize, dissertation competition, Academy of International Business, December 1970
 Elected Fellow of the Academy of International Business, October 1991
 Elected Fellow of the International Academy of Management, 1995
 Principal Investigator, U.S. Dept. of Education CIBER Award, 1989-92, 1992-95, 1995-98, 1998-2002
 Co-Principal Investigator, U.S. Dept. of Education, Fund for the Improvement of Post-Secondary Education, 1995-98
 CLADEA (Council of Latin American Schools of Management), Scholar of the Year Award, 2007
 Teaching Awards: INSEAD (MBA–1976, 1978, 1983);
 UCLA (EMBA–1987, 1990, 1996, 1998, 2001, 2002);
 FIU (EMBA–2003, 2005, 2006, 2009, 2010, 2011; PMBA–2010, 2011; MIB–2009)
 Elected Fellow of the Business Association for Latin American Studies (BALAS), 2011
 Elected Fellow of the Strategic Management Society, 2012
 Outstanding Educator of Year, 2013 – International Division of the Academy of Management

PROFESSIONAL ASSOCIATIONS and JOURNAL EDITORIAL SERVICE

Academy of International Business, 1970-present
 Chair, Doctoral Dissertation Awards, 1987
 Vice-President and Program Chair, Banff, Canada Program, 1994-96
 President, 1999-2001
 Member of Presidential Taskforce, 2010-2011
 European Association for International Business, 1975-present; President, 1981-82
 Strategic Management Society, 1981-present; Chair, Annual Program, Miami Beach, Florida, 2011
 Academy of Management, 1988-present
 American Economic Association, 1988-2005
Atlanta Economic Review, Editorial Board, 1974-1975
California Management Review, Editorial Board, 1994-2004
IESA Revista Interdisciplinaria, Advisory Committee, 1995-2010
International Marketing Review, Editorial Board, 1984-1991
Journal of International Business Studies, Editorial Board, 1971-75, 1977-89
 Associate Editor, 1974-75
 Member, Consulting Editors Board, 2007-2009
Latin American Business Review, Editorial Advisory Board, 1997-present
Management International Review, Editorial Board, 1994-2002
Global Strategy Journal, Senior Advisory Board, 2009-present

PUBLICATIONS

Books:

de la Torre, J. (Editor, 1970), *Panel on Foreign Investment in Latin America*, New York: United Nations.
 de la Torre, J., and J.L. Goldstucker (1972). *International Marketing: Selected and Annotated Bibliography*, Chicago, Illinois: American Marketing Association.

- Stobaugh, R.B., J. de la Torre, et al. (1976). *Nine Investments Abroad and Their Impact at Home*, Boston: Harvard University Press.
- de la Torre, J. (1976). *Exports of Manufactured Goods from Developing Countries: Marketing Factors and the Role of Foreign Enterprise*, New York: Arno Press
- de la Torre, J., et al. (1978). *Corporate Responses to Import Competition in the U.S. Apparel Industry*, Atlanta, Georgia: Publishing Services Division, Georgia State University.
- Arpan, J.S., J. de la Torre and B. Toyne (1982). *The U.S. Apparel Industry: International Challenge - Domestic Response*, Atlanta, Georgia: Publishing Division, Georgia State University.
- de la Torre, J. (1986). *Clothing Industry Adjustment in Developed Countries*, London: Macmillan. [Previously published as the *Thames Essay*, No. 35, London: Trade Policy Research Centre, 1985]
- Davidson, W.H., and J. de la Torre (1989). *Managing the Global Corporation: Case Studies in Strategy and Management*, New York: McGraw-Hill.
- Davidson, W.H., and J. de la Torre (1991). *Instructor's Manual* (to accompany *Managing the Global Corporation: Case Studies in Strategy and Management*), New York: McGraw-Hill, 635 pp.
- de la Torre, J., Y. Doz and T. Devinney (2000). *Managing the Global Corporation: Case Studies in Strategy and Management* (Second Edition), New York: McGraw-Hill.
- de la Torre, J., Y. Doz and T. Devinney (2000). *Instructor's Manual* (to accompany *Managing the Global Corporation* [Second Edition]), New York: McGraw-Hill, 2000

Chapters in Books:

- de la Torre, J. (1972). "Marketing factors in manufactured exports from developing countries," in *The Product Life Cycle and International Trade*, L.T. Wells, Jr. (Ed.), Boston Division of Research, Harvard University, Graduate School of Business Administration.
[Reprinted in *International Business Systems and Perspectives*, Alexandrides, C.G. (Ed.), Atlanta: Georgia State University, 1973]
- de la Torre, J., R.B. Stobaugh and P. Telesio (1973). "U.S. multinational enterprises and changes in the skill composition of U.S. employment," in *American Labor and the Multinational Corporation*, D. Kujawa (Ed.), New York: Praeger Publishers, Inc.
- de la Torre, J. (1974). "Factors influencing cross-country differences in LDC policies toward multinational corporations," in *Malaysia and the Multinational Corporations*, S. Chee and K.S. Mun (Eds.), Kuala Lumpur, Malaysia: Malaysian Economic Association.
- de la Torre, J. (1974). "Proposals for extra-national regulation of the MNC," in *Malaysia and the Multinational Corporations*, S. Chee and K.S. Mun (Eds.), Kuala Lumpur, Malaysia: Malaysian Economic Association.
- de la Torre, J. (1974). "Latin American exports of manufactures to the United States: The outlook for the future," in *Latin American-U.S. Economic Interactions: Conflict, Accommodation and Policies for the Future*, R.B. Williamson, W.P. Glade and K. Schmitt (Eds.), Washington, D.C.: The American Enterprises Institute for Public Policy Research.
- de la Torre, J. (Contributor, 1980). *Structural Problems and Policies Relating to the OECD Textile and Clothing Industries*, Paris: OECD, Directorate for Science, Technology and Industry.
- de la Torre, J. (1986). "Corporate adjustment strategies in the European clothing industry," in *European Approaches to International Management*, K. Macharzina and W. Staehle (Eds.), Berlin: DeGruyter Verlag.

- de la Torre, J., and D. Neckar (1990). "Forecasting political risks for international operations," in *The Handbook of Forecasting: A Manager's Guide*, Second Edition, S. Makridakis and S.C. Wheelright (Eds.), New York: [An earlier version appeared in the first edition of the same book, 1982]
- de la Torre, J. (1997). "Multinacionales en Latinoamérica: Estructuras organizacionales para el nuevo entorno," in *Transformación estratégica: Una exigencia de hoy*, Escuela de Administración de Negocios para Graduados, Lima, Peru: ESAN.
- de la Torre, J., J.P. Esperança and J. Martínez (2003). "The evolving multinational: Strategy and structure in Latin American operations, 1990-2000," in *The Future of the Multinational Company*, J. Birkinshaw et al. (Eds.), West Sussex, England: John Wiley and Sons.
- Martínez, J.I., J.P. Esperança and J.R. de la Torre (2004). "Multilatinas: Emerging multinationals from Latin America," in *Creating Value through International Strategy*, A. Ariño, P. Ghemawat, and J.E. Ricart (Eds.), Houndsmills, Hampshire, UK: Palgrave-Macmillan.
- de la Torre, J.R. (2014). "It takes a global village: A network approach to providing executive MBA students with a truly global experience," in *The Palgrave Handbook of Experiential Learning in International Business*, V. Taras and M.A. Gonzalez-Perez (eds.), Houndsmills, Hampshire, UK: Palgrave-Macmillan.

Monographs:

- de la Torre, J. (1970). *Exports of Manufactured Goods from Developing Countries: Some Microeconomic Considerations*, Washington, D.C.: Inter-American Development Bank.
- Stobaugh, R.B., J. de la Torre, et al. (1972). *U.S. Multinational Enterprises and the U.S. Economy*, Boston: Division of Research, Harvard University, Graduate School of Business Administration.
- [Reprinted in *The Multinational Corporation*, the Bureau of International Commerce, Washington, D.C.: U.S. Department of Commerce, March 1972]
- Doz, Y., H.L. Gabel and J. de la Torre (1984). *The Activities and Role of IT-Multinationals in the European Community*, Fontainebleau, France: INSEAD, November.

Refereed Journal Articles:

- de la Torre, J. (1971). "Identifying and testing business opportunities," *Atlanta Economic Review*, February.
- de la Torre, J. (1971). "Exports of manufactured goods from developing countries: Marketing factors and the role of foreign enterprise," *Journal of International Business Studies*, Spring.
- de la Torre, J., and D. Kujawa (1972). "The Foreign Trade and Investment Act of 1972: A case for Tweedledum and Tweedledee," *Atlanta Economic Review*, September.
- de la Torre, J., R.B. Stobaugh and P. Telesio (1973). "The effect of U.S. foreign direct investment in manufacturing on the U.S. balance of payments, U.S. employment and changes in the skill composition of employment," *Occasional Paper No. 4*, Washington, D.C.: Center for Multinational Studies, February.
- de la Torre, J. (1974). "Foreign investment and export dependency," *Economic Development and Cultural Change*, 23:1, October.
- de la Torre, J. (1975). "Product life cycle as a determinant of global marketing strategies," *Atlanta Economic Review*, September-October.
- [Reprinted in *Increasing Marketing Productivity*, Greer, T.V. (Ed.), Chicago, Illinois: American Marketing Association, 1973; and in *International Marketing: Managerial Perspectives*, S.C. Jain and L.R. Tucker (Eds.), Boston: CBI Publishing Co., 1979]

- Arpan, J.S., J. de la Torre, et al. (1977). "Corporate adjustments and import competition in the U.S. apparel industry," *Journal of International Business Studies*, Spring-Summer.
- de la Torre, J., and B. Toyne (1978). "Cross-national managerial interaction: A conceptual model," *The Academy of Management Review*, 3 (3), July.
- de la Torre, J., and M. Bacchetta (1979). "L'action sectorielle en Europe: le cas de l'habillement," *Revue Francaise de Gestion*, November-December.
- de la Torre, J., and M. Bacchetta (1980). "The Uncommon Market: European policies towards a crisis industry - Clothing in the 1970s," *Journal of Common Market Studies*, December.
- Arpan, J.S., J. de la Torre and B. Toyne (1981). "International developments and the U.S. apparel industry," *Journal of International Business Studies*, Winter.
- de la Torre, J. (1981). "Public intervention strategies in the European clothing industries," *Journal of World Trade Law*, March-April.
- Curzon, G., J. de la Torre, et al. (1981). "MFA forever? Future of the Arrangement for Trade in Textiles," *International Issues*, No. 5.
- de la Torre, J. (1981). "Foreign investment and economic development: Conflict and negotiation," *Journal of International Business Studies*, Fall.
 [Reprinted in *International Business Knowledge: Managing International Business Functions in the 1990s*, W.A. Dymysz and R.G. Vambery (Eds.), New York: Praeger Publishers, 1988; and in *International Business Classics*, J.C. Baker, J.K. Ryans, Jr., and D.G. Howard (Eds.), Lexington, MA: Lexington Books, 1988]
- de la Torre, J. (1984). "Where now the rag trade: Managing change and import competition in the industrialized countries," *Euro-Asia Business Review*, 3:1, January.
- de la Torre, J. (1984). "A la recherche d'une politique: Intervention des pouvoirs publics dans les secteurs industrielles en déclin," *Economie et Finances*, January.
- de la Torre, J., and D. Neckar (1988). "Forecasting political risk for international operations," *The International Journal of Forecasting*, 4.
 [Reprinted in *Global Strategic Management: The Essentials*, H. Vernon and L.H. Wortzel (Eds.), New York: John Wiley & Sons, 1990]
- Dasu, S., and J. de la Torre (1997). "Optimizing an international network of partially-owned plants under conditions of trade liberalization," *Management Science*, 43:3, March.
- de la Torre, J. (1997). "Trade liberalization: The dilemma for multinationals." *Transformation*, 11, Spring.
- de la Torre, J. (1998). "Ronald Coase y la naturaleza de la empresa," *Perfiles Liberales*, 12:57, January-February.
- Ariño, A., and J. de la Torre (1998). "Learning from failure: Toward an evolutionary model of collaborative ventures," *Organization Science*, 43:2, August.
- de la Torre, J. (1999). "Carreras académicas en latinoamérica: ¿Qué modelo a seguir?" *Academia*, 23, Fall
- de la Torre, J. (2000). "Ray Vernon: Anecdotes from a fruitful life," *Journal of International Management*, 6, Fall.
- Ariño, A., J. de la Torre and P.S. Ring (2001). "Relational Quality: Managing trust in corporate alliances," *California Management Review*, 44(1), Fall.

[Reprinted in translation as “Calidad relacional: Gestionando la confianza en las alianzas empresariales,” *Iniciativa Emprendedora*, 36, Septiembre-Octubre 2002]

de la Torre, J., and R.W. Moxon (2001). “E-commerce and global business: The impact of the information and communication technology revolution on the conduct of international business,” *Journal of International Business Studies*, 32 (4), Fall.

Ariño, A., J. de la Torre, Y. Doz, P.S. Ring and G. Lorenzoni (2002). “Process issues in international alliance management: A debate on the evolution of collaboration,” in *Managing Transnational Firms: Resources, Market Entry and Strategic Alliances*, M.A. Hitt and J.L.C. Cheng (Eds.), *Advances in International Management*, 14.

de la Torre, J. (2004). “Understanding the Dynamics of Relational Assets: Comments on John Dunning’s ‘Relational Assets, Networks, and International Business Activity’,” in *Managing Multinationals in a Knowledge Economy: Economics, Culture and Human Resource*, J.L.C. Cheng and M.A. Hitt (Eds.), *Advances in International Management*, 15.

Martínez, J., J.P. Esperança and J.R. de la Torre (2005). “From Multilatinas to Multinationals,” *Management Research*, 3 (3), Fall.

Ariño, A., J. de la Torre and P.S. Ring (2005). “Relational quality and inter-personal trust in strategic alliances,” *European Management Review*, 2 (1): 15-27.

Bidault, F., J. de la Torre, C. de Rham and M. Sisto (2007). “What makes executives trust each other? The determinants of the willingness to rely on trust in business partnerships,” *Creativity and Innovation Management*, 16 (3): 317-329.

de la Torre, J.R. (2008). “Corporate governance for a new environment: Adjusting ownership and organization in an integrated market,” *Globalization, Competitiveness and Governability*, 2 (2): 74-89.

de la Torre, J.R., J.P. Esperança and J. Martínez (2011). “Organizational responses to regional integration among MNEs in Latin America,” *Management International Review*, 51 (2): 241-267.

de la Torre, J.R. and A. Chacar (2012). “Network coordination and performance among MNEs in Latin America,” *Global Strategy Journal*, 2 (1): 3-25.

Daniels, J.D., and J.R. de la Torre (2014). “AIB dissertation awards: The early years (1968-1985).” *AIB Insights*, 14 (2): 5-9.

Bidault, F., J.R. de la Torre, S.H. Zanakis and P.S. Ring (2018). “Willingness to rely on trust in global business collaborations: Context vs. demography,” *Journal of World Business*, 53: 373-391.

Unpublished Manuscripts:

de la Torre, J.R. and C.B. Young, “Global citizenship and the future of business education”

AbdelZaher, D. and de la Torre, J.R., “Using the Joint Impact of Dispersion, Density, and Diversity to Unlock the Multinationality-Performance Puzzle”

de la Torre, J.R. and J.I. Martínez, “The global expansion of family firms: Propositions derived from eight case histories

Selected Conference Proceedings:

de la Torre, J. (Editor, 1972). *Southeastern Conference on International Business Education: Proceedings*, Atlanta: Georgia State University.

de la Torre, J., and B. Toyne (1977). “A model for analyzing managerial attitudes of host-country managers of multinational corporations,” Proceedings, Academy of International Business, Orlando, FL.

- de la Torre, J., J.S. Arpan and B. Toyne (1979). "The U.S. apparel industry: The causes for its decline in international competitiveness and what could be done to reverse it," Conference Series No. 3, Georgia State University, March.
- de la Torre, J. and M. van den Poel (1979). "Foreign investment in developing countries: Research issues in conflict resolution and negotiation," OECD Conference on A Research Programme on Foreign Investment and their Impact on Development, Paris: OECD, November.
- Yves, D., H.L. Gabel and J. de la Torre (1984). "Competition in the European Information Technologies Industry: The Role of the Foreign Multinationals," Proceedings of the Annual Meeting of the European International *Business Association*, Erasmus University, Rotterdam: December.
- de la Torre, J., and M. Koza (1990). "Inter-Corporate Collaborations: Intimacy, Boundary Permeability and the Quality of Execution," in *Proceedings of a Conference on Corporate Governance and Competitive Strategy*, Carlson School of Management, University of Minnesota, October 1990

Newspaper Articles (all in the *Los Angeles Times*):

- "Back to the Future: Recent Trade Accords Almost Happened in 1950", 1/16/94
- "International Finance Has Become the Dog-Wagging Tail of the '90s", 3/20/94
- "Mexico is Unlikely to Retreat from a Decade of Rapid Progress", 5/22/94
- "Multinational Companies Will Need Trans-National Managers", 7/24/94
- "US-Japan Intellectual Property Rights Accord a Breakthrough", 9/25/94
- "There's Opportunity for US as Latin Trade Barriers Fall Away", 11/27/94
- "Multinational Expansion Underscores Management Challenges", 1/29/95
- "US Investment in Japan is Key to Closing the Massive Trade Gap", 4/9/95
- "US Would Be Wise to Maintain Investment in Global Knowledge", 6/18/95
- [Reproduced in INTERCOM, UCLA, February 1996]
- "US Refusal to Join Financial Services Pact Is a Big Mistake", 9/3/95
- "Time for Some Rational Thought About Doing Business in Cuba", 1/7/96
- "California Must Make Itself the Pacific Rim's Financial Center", 3/24/96

Other Reports and Unpublished Working Papers:

- de la Torre, J., et al. (1972). "An Evaluation of the Special Impact Program: Phase One Report," 4 volumes, Cambridge, Mass.: Abt. Associates, Inc.
- de la Torre, J., et al. (1978). "Avoiding the Threats to Free Trade," *Vision*, French, English and Italian editions, April.
- de la Torre, J. and L. Remmers (1980-82). "The OECD Guidelines for Multinational Corporations: An Evaluation of their Impact on Corporate Policies", multiple working papers, INSEAD.
- de la Torre, J. and M. Koza (1991). "Does Management Matter? Limitations of Efficiency Perspectives on Organizational Governance," UCLA, 22 pp., December.
- de la Torre, J. (1992). "The Advent of the Global Economy: Origins and Prospects," UCLA, 47 pp., November.
- Bidault, F., de la Torre, J.R. and Zanakakis, S. (2010), "Context vs Demographics: A survey of the willingness to rely on trust in business alliances"
- de la Torre, J.R. and C.B. Young (2011), "Global citizenship and the future of business education"
- AbdelZaher, D. and de la Torre, J.R. (2012), "Using the Joint Impact of Dispersion, Density, and Diversity to Unlock the Multinationality-Performance Puzzle"

Cases:**At Harvard Business School**

Anderson Clayton & Co. (A), (B) and (C), 1968
 A Note on the Mexican Capital Markets, 1968
 The Baltimore Midland Bank & Trust Co., 1968
 Industrias Metálicas del Ecuador, S.A., 1970

At INCAE

Aserraderos El Chagres, 1969
 Madesa (C), 1973

At Georgia State University

Patho Control Inc., 1972
 American Copper and Aluminum (AMCAL) Corporation, 1972
 Kimberly-Clark of Canada, Ltd., 1972
 Casualwear, Inc., 1973
 Stuart Manufacturing Co., 1973
 Sullivan Manufacturing Co., 1973
 Yodell & Lattery Inc., 1973

[The last four cases were published in de la Torre, Jedel, et al., *Corporate Responses...* op. cit.]

White Electric, Inc. 1974

[Published in *Cases in Marketing Management*, Bernhardt, K., and Kinnear, T. (Eds.), Dallas, TX: BPI, 1978.]

At INSEAD

Competition in the European Fibre Industry (A), 1974; (B), 1978; and (C), 1984
 Chrysler and the British Automotive Industry, 1975
 Swiss Brewers' Cartel (R), 1975
 Reorganisation at Olivetti (A) and (B), 1975
 A Simulation of Entry Negotiations in a Developing Country Setting, 1977
 Greece: Two Years after Democracy, 1977
 Note on the European Aircraft Industry, 1978
 The Anglo-Portuguese Methuen Treaty of 1703, 1978
 A Note on Mercantilism, 1978
 Crisis in the World Steel Industry; The Cross of Lorraine, 1978
 Germany, 1977: Wonderings on the Wunder, 1978
 Antitrust Legislation in the EEC, 1978
 A Note on Industrial Policy, 1978
 Pneumatiques Michelin IA, IB and II, 1980 (*, #); and III, 1983 (**)
 Airbus Industrie, 1980
 The Boeing Company, 1981
 British Aerospace Corporation, 1981
 Copperweld Corporation (A), 1982 (*)
 EEC Competition Policy, 1983
 Distilled Trading International, Ltd., 1983 (**)
 Heineken NV, 1984 (*, #)
 J.J. Murphy's Brewery, 1984 (*, **)
 Athenian Brewery SA, 1984 (*, **)
 Heineken NV Organizational Issues, 1985 (*, #)
 Heineken NV 1984-88, 1988 (**)

A Note on the European Paint Industry in 1977, 1986 (*)
BOK Finishes (A), 1986 (*)
BOK Finishes - Automotive Products, 1986 (*)
BOK Finishes - Car Refinishes, 1986 (*)
BOK Finishes - Decorative/Do-it-Yourself Markets, 1986 (*)

At the Anderson School at UCLA

Pneumatiques Michelin in 1993 (**)
BOK Fibers International, 1995 (#)
Northrop Grumman and the Advanced Technology Transit Bus Program, 1998 (#)
AB Thorten (1), 1999 (#)
ENDESA-Chile, 1999 (#)
PaintCo Brasileira, Ltda., 1999 (#)
Aspect Development, Inc., 2000 (#)
Cemex (C), 2000 (**)

[Cases marked with (*) were published in *Managing the Global Corporation* (first edition), cases marked (#) appeared in the second edition, and cases marked with (**) were published in the *Instructor's Manual*, all op. cit.]

August 2018