

Curriculum Vitae

Romie Frederick Littrell, BA, MBA, PhD, PhD, FIAIR

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3A Kantemirovskaya ul., Room 220

194100 Sankt-Peterburg

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Education: Degrees:



Ph.D., 2010, Industrial and Organisational Psychology, Auckland University of Technology, thesis/dissertation topic: “Comparative Personal Values of Chinese and New Zealand Businesspeople and Their Influence on Managerial Leader Behaviour Preferences”. Degree accredited in year earned by the New Zealand, Qualifications Authority, <http://www.nzqa.govt.nz/>



MBA, Speciality: General Management, California Coast University at Santa Ana, thesis topic: “A Case Study in Marketing Support Using Computer System Simulation”. Degree programme accredited by the Distance Education Accrediting Commission, <http://www.deac.org/>, and the Bureau of Private Postsecondary Education (BPPE) of the State of California, www.bppe.ca.gov



BA, Psychology, University of Arkansas at Fayetteville, degree programmes accredited by the Higher Learning Commission. <https://www.hlcommission.org/component/directory/?Action=ShowBasic&Itemid=&instid=1030&lang=en>

Additional Post-Graduate Studies:



Ph.D. 1999-2000, Business Administration, International Managerial Leadership speciality, Robert Kennedy College, Zurich, Switzerland, producing a major publication, “Perceptions of Desirable Leadership Behaviours of Multi-Cultural Managers by Indigenous Chinese Managers and Supervisors”. Published as Special Issue: “Desirable leadership behaviours of multi-cultural managers in China” by *The Journal of Management Development*, vol. 21, no. 1, 2002; selected as outstanding article of the year for the journal.



- Cornell University Executive Education programme, Strategic Hotel & Restaurant Management, sponsored by InterContinental Hotels & Resorts..



- North Carolina State University, post-graduate Economics courses.



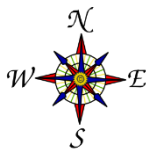
- The University of Texas at Austin, Educational Psychology, Ph.D. course work completed; Awarded U.S. Office of Education fellowship in computer-aided instruction.

ACADEMIC EXPERIENCE

An AACSB International qualified Scholarly Academic (SA, formerly AQ)



- **Professor of Management, National Research University Higher School of Economics, St. Petersburg, Russian Federation.** September 2017 to present. Support design of Master's degree curriculum, develop and deliver courses in cross-cultural management, cross-cultural communications, international business, and leadership, maintain qualifications as an AACSB AQ professor. Serve on appropriate committees.
- **Global Leadership and Organizational Behavior Effectiveness Project 2020. Country Co-Investigator (CCI), 2019.**



- **Director: Centre for Cross Cultural Comparisons, Gainesville, Florida, USA.** November 1997 to present. Leader, manager, mentor, and researcher of the CCCC, an international voluntary association of academics, practitioners, and students engaged in research and publications in leadership and management across societal cultures. Organised very successful leadership and management studies conferences in Stone Town, Zanzibar; Accra, Ghana; Cape Town, South Africa; and Moscow, Russia. See: <http://crossculturalcentre.homestead.com>
- **Representing CCCC: Visiting Professor, MBA Program,** Summer 2017, "Escuela de Administración de Negocios para Graduados, ESAN"/"ESAN, Graduate School of Business", Lima, Peru.



- **Associate Professor of International Business: AACSB qualified Scholarly Academic (SA).** Auckland University of Technology, Faculty of Business, February 2002 to December 2016. Develop and deliver postgraduate and undergraduate courses in leadership, international business, management, and marketing, supervise Master's and Ph.D. students, carry out and publish research, serve on usual committees, served as programme leader for International Business post-graduate curriculum: 2002-2005, and module leader for Bachelor of Business.

Two to three thesis and dissertation supervisions per year at the Master's and PhD degree levels. Serve on the professorial committee for AACSB reaccreditation for the faculty.

- Visiting Researcher, Center for Creative Leadership-Greensboro, NC, USA, 2012
- Visiting Professor in leadership and management, Izmir University of Economics, Izmir, Turkey, 2006, 2007, 2009, 2010
- Visiting Professor in international business, Dalian Nationalities University, China, 2008

AUT, continued:

- Visiting Professor in marketing, Institute for Integrated Learning in Management post-graduate programme, New Delhi, India, 2005.
- Visiting Professor in marketing channels and managerial economics, Sun Yat-sen University MBA programme, Guangzhou, China, 2003-2004.
- Tutor for Management of Marketing, Henley University MBA programme in New Zealand, 2002-2003.

Taught at both undergraduate and postgraduate levels:

- International Business Leadership
- International Business Environment, Management, and Strategy
- Global Organisational Behaviour
- Business & Culture
- SMEs in the Global Environment



Hochschule Aalen

Professor of International Marketing & Strategy,

Hochschule Aalen & Graduate School
Ostwürttemberg, Aalen, Germany, February 2000-
February 2002. Developed and delivered courses in
international management and marketing, and in
business communications; supervised thesis students;
served on usual committees.



Visiting Lecturer: Hotel Management, Swiss Hotel Management
School Leysin Campus, Switzerland. August 1999 - February 2000.
Taught courses in Hotel Management, Cost Controls, Organisational
Behaviour, Human Resources Management, Food and Beverage
Management, emphasising the business aspects of managing
hospitality and tourism operations.



Visiting Professor, Shengda Economics, Trade and Management College of
Zhengzhou University, Xinzheng, China, 1995-1996: Taught business courses
in English and business English; also taught in-service courses to local
English teachers. Co-coordinator of Foreign Expert Teachers and managed
government relations, visas and travel arrangements for foreign staff.



Visiting Professor, Department of Business, Baldwin College, Tifton, Georgia:
Taught computerised business systems analysis and programming courses.
Chaired committee to revise and improve the data processing curriculum in the
Department of Business, making it more pertinent to the needs of the local
business community.



As a post-graduate assistant: Lecturer/Programmer Manager, Computer Assisted
Instruction Laboratory, Department of Educational Psychology, The University
of Texas at Austin: Taught statistics laboratory classes to postgraduate students.
Developed what were then innovative computer-aided mathematics and language
teaching processes; supervised Computer Assisted Instruction course
programmers and wrote CAI courses. Developed new ways to improve computer
processing of statistical analysis. Award: US Department of Education Research
Fellowship.

RESEARCH GRANTS				
Source of Funds	Title of Project	Duration (Mo.)	Start Date	Total Value
Auckland University of Technology Faculty of Business, Economics & Law Research Office Contestable Funds	Preferred Leader Behaviour and Societal Culture: Development of Anchor Countries for Validation of Scores for Hofstede's Seven-Dimensional Model of National Cultural Values	6	1 July 2016	NZ\$9000
Joint grant: Vytautas Magnus university, Kaunas, Lithuania, and ISM University of Management and Economics, Vilnius, Lithuania	Research seminars discussing global preferred leader behaviour and culture, work with PhD students on theory of leadership development.	1 week	21 June 2015	US\$2000
Auckland University of Technology Research Office Contestable Funds	Preferred Leader Behaviour and Cultural Values of Businesspeople in Iran	12 mo.	1 Oct. 2013	NZ\$8,013
National Research University School of Higher Economics, Moscow	Research project planning and organising; plenary speaker at conference	1 week	21 Oct. 2012	US\$10,000
Fulbright New Zealand	Visiting Research Fellow grant	3 weeks	14 Nov. 2015	NZ\$10,000
Fulbright New Zealand	Visiting Research Fellow grant	2 weeks	July 2007	NZ\$6000
NZ:Asia Foundation	Management and Leadership in India	1 mo.	June 2005	NZ\$2000

PAST INDUSTRY PROPOSAL COMPETITIONS

- Member of IBM proposal team winning US\$85 million hardware, software and services contract with NASA at Kennedy Space Center, USA, for space shuttle contract, IBM Orlando, Florida, Branch.
- Member of IBM proposal team winning major computer system sale and installation at University of Central Florida, Orlando, Florida, USA.
- Proposal manager for Xerox team winning contract for six major computer systems at Celanese Corporation, Charlotte, NC, USA.
- Proposal manager for Xerox team winning contract for major computer system at the University of Western Carolina, Cullowhee, NC, USA.

Government, NGO & Business Involvement

I have worked frequently and closely with the American Chamber of Commerce, the ASEAN-NZ Business Council, the NZ-China Trade Association, various NZ Trade & Enterprise functions, New Zealand Contemporary China Research Centre, and regional businesses.

Recent Global Recognition

In June and July of 2015 I was provided a joint travel and subsistence grant for visits to Vytautas Magnus University, Kaunas, Lithuania, and *ISM University of Management and Economics, Vilnius*, Lithuania, for research consultation, work with PhD students on theory of leadership development, and seminars discussing global preferred leader behavior and culture.

INDUSTRY/PROFESSIONAL EXPERIENCE (Detailed cv available if required)



INTERCONTINENTAL®
HOTELS & RESORTS

Crowne Plaza and Holiday Inn Zhengzhou /
Henan Zhongzhou Guest House, Zhengzhou
City, PRC.

Human Resources Manager & Acting Training Manager, Feb. 1996 to August 1999.
(Training Manager February 1996-November 1997).



General Manager and Owner, five years Computer International Services, IBM Industrial Computer Re-Marketer, Orlando, Florida, USA. Value Added Re-marketer company serving the USA, Mexico, and Saudi Arabia.

- **Awards:** 1992, IBM Southeast Distributor Account Executive of the Year.



IBM Corp., 14 years:

- **Project Manager**, NASA Shuttle Processing Data Management System, Kennedy Space Center, Florida, USA.
- **Lead Briefing Co-ordinator**, IBM Southern Region Computer Integrated Manufacturing Marketing Support Center, Orlando, Florida, USA.
- **Advisory Instructor**, IBM Computer Marketing Education Center, Dallas, Texas.
- **Advisory Computer Marketing Representative**, Orlando, Florida.

IBM Corp., Awards

. Manufacturing Industry Specialist technical support leadership award for exceptional customer engagement and support to U.S. NASA Space Shuttle programme at Kennedy Space Center, Florida.

. Five Branch Manager's Awards, for exceptional marketing and systems engineering support to customers.

. Marketing Leadership Award, for sustained exceptional performance over five years

. Five years: 100% Club awards for meeting or exceeding marketing quotas.

OTHER INFORMATION TECHNOLOGY INDUSTRY EXPERIENCE



Communications Systems Engineer,
Docutel/Olivetti USA, Atlanta, Georgia, USA.



Systems Engineering Manager, Xerox Corp., Computer Systems Division, Raleigh, North Carolina, USA. Managed technical marketing support and customer education for mainframe sales for North and South Carolina. **Awards:** President's Club, Golden Circle, for exceptional marketing support performance.



Computer Programming Manager, State of North Carolina Department of Education, Raleigh North Carolina, USA.



Major Systems Benchmark Manager, Sperry UNIVAC (UNISYS), Southern Region, Atlanta, Georgia, USA.



Senior Operations Research Analyst, LTV Aerospace Corp. Dallas Texas, USA.

SERVICE TO THE UNIVERSITY & GLOBAL ACADEMIC COMMUNITY

Academy Development

- Founding member, International Association of Chinese Management Research
- Facilitator of the founding of the Africa Academy of Management affiliate of the Academy of Management

International Collaboration:

- **GLOBE2020:** Country Co-Investigator (CCI): Russia
- Leader and Administrator: Centre for Cross Cultural Comparisons, groups of international researchers facilitating collaboration in the study of leadership & management across cultures. <http://www.crossculturalcentre.homestead.com>

Consortium developer and leader:

- Leadership & Management Studies in Sub-Sahara Africa, Biennial Conferences in Africa for academics and practitioners. <http://crossculturalcentre.homestead.com/lmsssa.html>, 2006-2010.
- Leadership in Russia Studies, from 2013, irregularly scheduled conferences in Moscow at the National Research University Higher School of Economics, academic and practitioner conference. <http://leadershipinrussia.homestead.com/>
- Establishing from 2014: Leadership at the Edge of the EU, focussing upon northern, central, and eastern Europe.

Editor

- *AIB Insights*, 3 years from 2013
- International Management Area Editor, *International Journal of Emerging Markets*, from 2012-2013
- Academy of Management *International Management Division Newsletter*, 2013+3-year term

Membership of Editorial Advisory Boards

- *International Journal of Emerging Markets*
- *Journal of Chinese Human Resource Management*
- *European Journal of International Management*
- *International Business Management*
- Leadership area: *The Journal of World Business*, past affiliation
- *The Journal of Management Development*
- Editorial Board Member: Book series: Research in Management Education and Development, Information Age Press, Greenwich, CT

Other Occasional Referee & Review Boards

Book reviewer, <i>European Journal of International Management</i>	<i>Cross Cultural Management: An International Journal</i>
Book reviewer, <i>International Journal of Cross-Cultural Management</i>	<i>European Journal of Marketing</i> , 2003
Book reviewer, <i>Journal of Applied Management and Entrepreneurship</i>	<i>International Business Review</i>
Book reviewer, <i>Journal of Cross-Cultural Psychology</i>	<i>International Journal of Intercultural Relations</i>
Academy of International Business annual conferences	<i>International Journal of Leadership in Education</i>
Academy of Management annual conferences	<i>International Journal of Tourism Research</i>
All Academy of Management Journals	<i>International Management Review</i>
<i>Applied Psychology: An International Review</i>	<i>Journal of International Business Studies</i>
<i>British Journal of Management</i>	<i>Journal of Occupational & Organisational Psychology</i>
	<i>Journal of World Business</i>
	<i>Management Decisions journal</i>

Professional Societies

- Academy of International Business, Editor, ***AIB Insights*, 2012-2015**
- Academy of Management, **International Management Division Executive Board, 2004-2006, Editor, *IMD Newsletter***
- Australia & New Zealand International Business Academy
- Australian & New Zealand Academy of Management
- International Academy for Intercultural Research, **Fellow**
- International Association for Applied Psychology
- International Association for Cross-Cultural Psychology
- International Association of Chinese Management Research, **Founding Member**
- International Organizations Network (ION): The ION is a loosely coupled global network of international management scholars and professionals with a wide range of backgrounds. It was formed with a mission to increase the quality and impact of research on people and their effectiveness in international organizations.

Professional Societies: Past affiliations:

- American Marketing Association
- American Psychological Association
- Association for Computing Machinery, **Past Chapter Secretary and Chapter President**
- Association for Educational Data Systems, **Past State President, North Carolina**
- International Society for Work and Organizational Values, **2006 Conference Committee**
- Phi Delta Kappa, National Honorary Education Organisation, USA

- Psi Chi, National Honorary Psychology Organisation, USA, **Past Chapter President, The University of Texas at Austin.**

Academy Committees

- Academy of Management, International Theme Committee, 2005–2006
- Academy of Management International Management Division Executive Committee 2004--2007

Academic Leadership: Auckland University of Technology

- Head of Department, Postgraduate International Business, 2002 to 2004
- University Academic Board, 2002 to 2003
- Academic Board, Faculty of Business & Law, 2004 to 2016
- Postgraduate Exam Board, 2004-2016
- Postgraduate Board of Studies, 2004-2016
- Director, Master of Global Business programme, 2014-2016
- University Programme Analysis and Review Committee, 2014-2016

Certifications

- **Human Resources Management**, American Hotel & Lodging Association Education Institute, with honours, 1999.
- **Hospitality Marketing**, American Hotel & Lodging Association Education Institute, with honours, 1999.
- **Certified Management Development Trainer**, Holiday Inn University-China, Beijing, China, 1996.
- **Computer Integrated Manufacturing Industry Specialist**, IBM Corporation, 1990.

Consultancies

- Retainer, Market Research and Management consultant for Zhong Zhou International Enterprises, Zhengzhou, China, 1999-2004.
- Retainer, Market Research and Management consultant for Yu Da Palace Hotel, Zhengzhou, China, 2003-2007.

PUBLICATIONS

Awards:

- **2014 Winner of AOM best symposium for the 2014 Emerald-Carolyn Dexter Award.** “Bursting Pipeline: Gender, HR, and Avenues for Regional Development in The Arab Middle East, Sponsor(s): GDO, HR, SIM divisions, contributed paper and presentation: National Comparisons of Gender Egalitarianism in Islamic-Majority and Other Countries: An Investigation of Ethical, Social, and Economic Issues. Presentation & Online Proceedings, Academy of Management 2014 meeting, Philadelphia, PA, USA, 1-5 August 2014.
- **2011 Highly Commended Award**, “Business managers’ work value changes through down economies”, Jan Selmer and Romie Littrell, Volume 1 Number 1, 2010, *Journal of Chinese Human Resource Management*, <http://www.emeraldinsight.com/journals.htm?issn=2040-8005&volume=3&issue=1&articleid=17027119&show=html>
- **2002 Outstanding Paper Award for Excellence** for "Desirable leadership behaviours of multi-cultural managers in China" which appeared in *The Journal of Management Development*, Vol. 21 No. 1, 2002, <http://www.emeraldinsight.com/journals.htm?issn=0262-1711&volume=22&issue=8&articleid=1468242&show=html>

Guest Editor, Special Issues of Journals:

- Special Issue, Preferred Explicit Leadership Preferences Across Cultures, *Journal of Management Development*, 2013, Vol. 32 Issue 6:
 - Preferred Explicit Leadership Preferences across Cultures Introduction to the Special Issue: Preferred Explicit Leadership Preferences across Cultures, Romie Frederick Littrell
 - Explicit Leader Behaviour: A Review of Literature, Theory Development, and Research Project Results, Romie Frederick Littrell
 - Explicit Leader Behaviour Preferences: Turkish & Cross-National Sample Comparisons, Romie Frederick Littrell, E. Serra Yurtkoru, Handan Kepir Sinangil, Beril Durmus, Alev Katrinli, Remziye Gulem Atabay, Gonca Günay, Burcu Güneri Çangarli
 - North and South Latin America: Influence of Values on Preferred Leader Behaviour in Chile and Mexico, Romie Frederick Littrell, Evangelina Cruz Barba

Refereed Journal Articles:

- Early Cite: Warner-Soderholm, G; Minelgaite, I. & Littrell, R.F. (2019). LBDQXII to LBDQ50: preferred leader behavior measurement across cul...
<https://doi.org/10.1108/JMD-03-2019-0067>.
- Minelgaite, I. & Littrell, R. F. (2018). Country's preferred leader behaviour profile: Does cultural homogeneity matter? *Management: Journal of contemporary management issues*, 23(1), 1-27. **Based in part on PhD thesis of I. Minelgaite.**
- Littrell, R. F., Warner-Soderholm, G., Minelgaite, I., Ahmadi, Y., Dalati, S., Bertsch, A., & Kuskova, V. (2018). Explicit preferred leader behaviours across cultures: Instrument development and validation. *Journal of Management Development*, 37(3), 243-257.
- Urboniene, L., Kristjánsdóttir, E. S., Minelgaite, I., & Littrell, R. F. (2018). The Desired Managerial Leader Behavior: Leader Profile in the Education Sector in Iceland Examined from a Follower-Centric Perspective. *SAGE Open*, 8(2), 2158244018780948.
- Littrell, R.F. & Ramburuth, P. (2017). The international business management environment in the BRIC(S) bloc. *Российский журнал менеджмента/Russian Management Journal*, Vol. 15, No. 4, 2017, pp. 515-536.
<https://doi.org/10.21638/11701/spbu18.2017.407>, available early online:
<https://www.rjm.ru/issue/view/16>, accessed 13 January 2018.
- Snaebjornsson, I. M., Edvardsson, I. R., & Littrell, R. F. (2017). Societal Culture in Iceland and Lithuania: Managerial Implications. *SAGE Open*, 7(2), 1-15, 2158244017704023.
- Endriulaitienė, Auksė; Stelmokienė, Aurelija; Minelgaite-Snaebjornsson, Inga & Littrell, Romie F. (2016). "Idealus lyderis" Lietuvos sveikatos priežiūros įstaigų darbuotojų požiūriu [Ideal leader in the perception of employees from Lithuanian health care institutions]. *Organizacijų Vadyba: Sisteminiai Tyrimai [Management of Organizations: Systematic Research]*, 2016.75, <http://dx.doi.org/10.7220/MOSR.2335.8750.2016.75.4>, ISSN 1392-1142 (Print), ISSN 2335-8750 (Online).

- Agid, O., McDonald, K., Fervaha, G., Littrell, R., Thoma, J., Zipursky, R.B., Foussias, G. and Remington, G. 2015. Values in first-episode Schizophrenia. *The Canadian Journal of Psychiatry*, 60(11), pp.507-514.
- Littrell, R.F., Alon, I. & Chan, K.W. (2012). Regional differences in managerial leader behaviour preferences in China, *Cross Cultural Management: An International Journal*, vol. 19, no. 3, pp.315 – 335.
- Wanasika, Isaac; Howell, Jon P.; Littrell, Romie & Dorfman, Peter. (2011). Managerial Leadership and Culture in Sub-Saharan Africa, *Journal of World Business*, vol. 46, no. 2, pp. 234-241. **Based in part on PhD thesis of I. Wanasika.**
- Littrell, R.F. (2011). Contemporary Sub-Saharan Managerial Leadership Research: Some Recent Empirical Studies. *Asia Pacific Journal of Business and Management*, vol. 2, no. 1, pp. 65-91.
- Littrell, R.F. (2007). Influences on Employee Preferences for Empowerment Practices by the “Ideal Manager” in China, *International Journal of Intercultural Relations*, vol. 31, no. 1, pp. 87-110.
- Balasubramanian, N.; Ethiraj, Sendil K.; Littrell, Romie; Morris, Sebastian; Seshadri, DVR; Varma, Jayanth R. & Zaheer, Srilata; S Manikutty (Coordinator). (2006). Colloquium: Corporation and its Shareholders: What Should B-Schools Teach? *Vikalpa: The Journal for Decision Makers*, vol. 31, no. 2, pp. 99-130. Published by the Indian Institute of Management at Ahmedabad, <http://www.iimahd.ernet.in/~manikuti/April-June-2006.pdf>
- Littrell, R.F. & Valentin, Lapadus Nicolae (2005). Preferred Leadership Behaviours: Exploratory Results from Romania, Germany, and the UK, 2005, *The Journal of Management Development*, vol. 24, no. 5, pp. 421-442. **Based upon honours thesis of L.N. Valentin.**
- Littrell, R.F. & Nkomo, Stella (2005). Gender and Race Differences in Leader Behaviour Preferences in South Africa, *Women in Management Review* (currently published as: *Gender in Management: An International Journal*), vol. 20, no. 8, pp. 562-580.
- Schneider, Judith & Littrell, R.F. (2003) Ideal Leader Perceptions in German and English Managers, 2003, *The Journal of Management Development*, vol. 22, no. 2, pp. 130 – 148. **Based upon honours thesis of J. Schneider.**
- Seminal Work: monograph published as a special issue of the journal: Littrell, R.F. (2002) Desirable Leadership Behaviours of Multi-Cultural Managers in China, *The Journal of Management Development*, vol. 21 no. 1, pp. 5 - 74. **Based upon PhD thesis of R.F. Littrell.**
 - -Selected as Best Paper of 2002 by The JMD. <http://www.emerald-library.com/journals/jmd/jourinfo.htm>.
 - “Top 200” downloaded articles from Emerald Library.
 - -Published as a book: Desirable Leadership Behaviours of Multi-Cultural Managers in China, ISBN: 086176661X, Emerald Group Publishing, ©2002. <http://corporate.books24x7.com/browsebooks.asp?catid=7034&parid=7004&bin=3&bcol=PartnerBizPro2&partnerapp=newhorizons>
 - -Published as an eBook: <http://www.ebooks.com/subjects/b/174/8.asp>
 - -A “featured publication” (1 of 22,000) by ELDIS, managed by the University of Sussex. ELDIS is one of a family of knowledge services from the [Institute of Development Studies, Sussex](#). ELDIS is core funded by [Sida](#), [NORAD](#), [SDC](#) and [DFID](#).

- Littrell, R. F. (2000). Perception of managerial leadership characteristics by Chinese subordinates. *International Journal of Psychology*, vol. 35 no. 3-4, pp. 322-322. Special Issue: Abstracts of the XXVII INTERNATIONAL CONGRESS OF PSYCHOLOGY.

Book Chapters, Refereed:

- Littrell, R.F., et al. (2012). The Effects of National and Sub-National Cultures on Preferred Leader and Manager Behaviour in Sub-Saharan Africa. Lituchy, Terri; Punnett, Betty Jane & Puplampu, Bill (Eds.), *Management in Africa: Macro and Micro Perspectives*, Florence, KY, USA: Routledge/Taylor & Francis, Chapter 12.
- Littrell, R.F. (2011). A Proposal for the Structure of Moral and Ethical Education of University Students and Adult Businesspeople: What to Teach and Why. In Stachowicz-Stanusch Agata & Wankel, Charles (Eds.), *Management Education for Integrity*, Charlotte, NC, USA: IAP - Information Age Publishing, Inc., Chapter 3, pp. 51-75.
- Littrell, R.F. & Montgomery, Elisabeth. (2010). Contemporary Entrepreneurs in South China: A Discussion of Their Individual Values. In Wang, Yue & Ramburuth, Prem (Eds.), *Thirty Years of China's Economic Reform: Institutions, Management Organizations and Foreign Investment*, Hauppauge NY, USA: Nova Science Publishers, Chapter 4.

Books: Edited, Co-Authored:

- Littrell, R.F. & Ramburuth, Prem, Eds. (2009). *Leadership and Management Studies in Sub-Sahara Africa Vol. I*, San Diego, CA, USA: University Readers.
- Littrell, R.F. & Nel, Peiter S., Eds. (2011). *Leadership and Management Studies in Sub-Sahara Africa Vols. II & III*, San Diego, CA, USA: University Readers.

Invited Encyclopaedia Entries

- Littrell, R.F. (2012). Level-5 Leadership. In Erich H. Kessler (Ed.), *Encyclopaedia of Management Theory*, Thousand Oaks, CA, USA: Sage.
- Littrell, R.F. (2013). Nepotism. In Cary Cooper, Markus Vodosek & Deanne den Hartog (Eds.), *Wiley Encyclopedia of Management, Volume 6: International Management*, Hoboken, NJ, USA: John Wiley & Sons.

Contributions to Published Conference Proceedings, Refereed:

- Littrell, R.F. (2016). Empirical Evidence for Response Set and Response Bias across Cultures Using Likert Scales: Data in Search of Theory, Proceedings of the Academy of International Business 2016 Annual Meeting, New Orleans, LA, USA, June 27-30, 2016, online at <https://aib.msu.edu/events/2016/Program.asp>, accessed 27 June 2016.
- Littrell, R.F. & Snaebjornsson, Inga Minelgaite. (2016). Comparison of Managerial Leadership Behavior Preferences Across Nationalities, Industries, and Gender Proceedings of the Academy of International Business 2016 Annual Meeting, New Orleans, LA, USA, June 27-30, 2016, online at <https://aib.msu.edu/events/2016/Program.asp>, accessed 27 June 2016.
- Littrell, R.F. & Ahmadi, Y. (2015). Nations and Culture Areas: Iran as a Case Study. The 9th Biennial Congress of the International Academy for Intercultural Research, 28 June – 3 July 2015, Bergen, Norway.
- Littrell, R.F. & Lowe, K. (2015). Ecocultural Systems of Cognition and Influences on Developing Cultural Dimension Theories. European Academy of Management 15th Annual Conference, Warsaw, Poland, 17-20 June 2015.
- Littrell, R.F. & Snaebjornsson, I.M. (2015). Managerial Leadership Behaviour Preferences: Comparisons amongst Gender, Industry of Employment, and Nation of Citizenship & Residence. The 9th Biennial Congress of the International Academy for Intercultural Research, 28 June – 3 July 2015, Bergen, Norway, presentation and discussion only.

- Lowe, K., & Littrell, R.F. (2015). Leadership, Culture, and Language: Effects of First Language and Different Survey Languages on Leadership Style Preferences within and Between Nations. European Academy of Management 15th Annual Conference, Warsaw, Poland, 17-20 June 2015.
- Littrell, R.F.; Bertsch, Andy & Son, YoungSeob. (2014). National Comparisons of Gender Egalitarianism in Islamic-Majority and Other Countries: An Investigation of Ethical, Social, and Economic Issues. *Presentation & Online Proceedings, Academy of Management 2014 Meeting*, Philadelphia, PA, USA, 1-5 August 2014. **Winner of best symposium for the 2014 Emerald-Carolyn Dexter Award.**
- Littrell, R.F.; Puffer, Sheila M.; McCarthy, Daniel J.; Dorfman, Peter; Tolstikov-Mast, Yulia, & Sarahanova, Natalia. (2014). Russian Leadership: Is It Evolving Toward More International Styles -- A Panel Discussion. *Presentation & Online Proceedings, Academy of Management 2014 Meeting*, Philadelphia, PA, USA, 1-5 August 2014. Submission Number: 13201.
- Littrell, R. F., & Bertsch, A. (2013). Traditional and contemporary status of women in the patriarchal belt. *Equality, Diversity and Inclusion: An International Journal*, 32(3), 310–324.
- Littrell, R.F., & Ao, X. (2013). Evidence for Industry Sample Invariance for GLOBE Project Leadership Dimensions in an Additional Industry in Two Countries. In Kulich, S. (ed.). *The 3rd International Conference on Cross-Cultural Management & the 7th Cross-Strait Conference on Business Management*. Shanghai, China: Shanghai International Studies University.
- Littrell, R.F. (2013). Thick Black Theory and Corporate Social Responsibility in Chinese Organisations Developing Country MNCs, Symposium presentation: Developing Country Multinationals: Black Cats, White Cats or Models of CSR? Presented On: July 4, 2013 - 16:45-18:00, Academy of International Business 2013 Conference, Istanbul, Turkey.
- Littrell, R.F. (2012). Clustering national cultures: A fallacy, or not, or not always? Proceedings Academy of International Business 2012 Annual Meeting, Washington, DC, USA, June 30-July 3, 2012, East Lansing, MI, USA: MSU-CIBER & Eli Brad College of Business at Michigan State University.
- Littrell, R.F. (2012). Leadership, charisma, holistic & analytic cognition and potential fallacies of dimension theories. Accepted for presentation and online publication at the 2012 Academy of Management Meeting, 30 July – 3 August 2012, in Washington DC, USA.
- Littrell, R.F., E. Serra Yurtkoru, Handan Kepir Sinangil, Beril Durmuş, Alev Katrinli, Gulem Atabay, Gonca Günay, Burcu Güneri-Çangarlı. (2012). Explicit leader behaviour preferences: Turkish & cross-national sample comparisons. *Proceedings Academy of International Business 2012 Annual Meeting*, Washington, DC, USA, June 30-July 3, 2012, East Lansing, MI, USA: MSU-CIBER & Eli Brad College of Business at Michigan State University.
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