

**Ruth C. May, Ph.D., CFP<sup>®</sup>**  
**Professor of Management**  
**University of Dallas**  
**Satish & Yasmin Gupta College of Business**

**EDUCATION**

**Degrees**

**Doctor of Philosophy (Ph.D.) in Organization Theory & Policy**

**Supporting Field: International Business.**

College of Business Administration, University of North Texas; Denton, TX.  
May, 1995

**Master of Business Administration (MBA).**

Else School of Management, Millsaps College; Jackson, MS.  
May, 1991

**Bachelor of Science (BS).**

**Marketing Management**

College of Business Administration, University of Southern Mississippi; Hattiesburg, MS.  
August, 1983

**Professional Certifications**

Certified as Certified Financial Planner (CFP<sup>®</sup>) by the Certified Financial Planner Board of Standards in 1987. Certification is currently in good standing.

**Other Advanced Study**

**Leningrad Education Center.** St. Petersburg, Russia. Commonwealth of Independent States (CIS) and International Policy.

April – May, 1992

**College of Financial Planning.** Denver, CO.

Certified Financial Planner Program.

January, 1985 – July, 1987

**The Wharton School, University of Pennsylvania.** Philadelphia, PA.

Securities Industry Association (SIA) Executive Institute.

March, 1984 – March, 1986

**The London School of Economics/University of Southern MS.** London, England.

International Marketing Study Abroad

Summer 1982

## **ACADEMIC APPOINTMENTS**

### **Administration**

**Associate Dean of Faculty Affairs**, 11/2012 to 05/2014  
**University of Dallas**, Gupta College of Business, Irving TX.

### **Teaching**

**Professor**, 8/98 to present  
**University of Dallas**, Gupta College of Business, Irving, TX.

**Visiting Assistant Professor**, 8/95 to 7/98  
**Texas Woman's University**, Department of Business and Economics, Denton, TX.

**Doctoral Candidate Teaching Fellow**, 8/91 to 12/93  
**University of North Texas**, College of Business Administration, Denton, TX.

## **HONORS**

Recipient, University of Dallas, King Fellow for 2016, 2/16

Keynote Speaker for the Russian/CIS Management Research Caucus at the Academy of Management Annual Meeting, Philadelphia, PA, 8/14

Article with Stewart & Kalia on Environmental Scanning in US & India among top 20 downloads at *Entrepreneurship Theory & Practice* in 2008. Article accessed 509 times as of 2011.

Best Papers Proceedings, Academy of Management, 8/07

Invited participant, Academy of Management Learning & Education Journal Workshop, 8/07

Recipient, Ecollege.com, Excellence in Online Teaching (national award among 200+ universities), 3/06

Recipient, University of Dallas, College of Business, Internet-based MBA Teaching & Service Award, 12/05

Best Paper Proceedings, Academy of Management, 8/05

Invited presentation, Gorbachev Foundation of North America, 4/03

Recipient, University of Dallas, Graduate School of Management, Faculty Achievement Award for Curricular Innovation, 2/02

Recipient, Who's Who Among America's Teachers, 5/98

Recipient, Service Award from President of Southern Management Association, 11/96

## **TEACHING**

### **Courses taught at the University of Dallas:**

#### **MANA 8320 – Global Strategy**

Core course provides an overview of the evolving nature of the technological, economic, political/legal, cultural and financial dimensions of the global business environment with special focus on international trade and foreign direct investment. An experiential simulation is used to develop students' skills in coordinating the strategy and operations of a multi-national enterprise in a high velocity, global environment. Developed the online version of this course and taught from Fall semester 2009 through Fall 2011. Have taught on ground sections since Fall 2012.

#### **BUAD 8310 – Business & Society**

Core course examines the social, political, legal and regulatory dimensions of conducting business today. Special emphasis is placed on corporate social responsibility and personal ethics in decision making as well as operating policies for organizations which encourage service to multiple stakeholders in an environment focused on long-term organizational sustainability. Developed the hybrid (1/2 online, ½ face to face) version of this course in Fall semester 2011.

#### **BUS 3310 – Fundamentals of Managerial Finance**

The foundational principles for managing the financial function within an organization. Students learn how to value uncertain cash flows, develop an understanding of risk, the relationship between risk and return, and the relationship between accounting and finance. Fall 2014.

#### **BUAD 6360 – Global Business**

Assessment of global business environment and foreign market entry strategies are explored with emphasis on foreign direct investment (FDI) and international trade. Special emphasis on increasing globalization driven by advances in technology and implications for students' careers and companies they work for. Taught this course in online format from 2000 to 2009, 84 class sections.

#### **ECON 7310 – International Trade & Development – includes four-day trip to Washington, D.C.**

Covers international trade theories and realities of the global monetary system with emphasis on challenges brought by the increasing disparity between major trading nations and developing countries. Offered first in Spring 2004 as new intensive 3-week online course with long weekend trip to Washington D.C. which includes sessions at the World Bank, International Monetary Fund (IMF), and the U.S. Secretary of Trade. Repeated course in 2005, 2009 and 2014.

#### **FINA 6352 – Securities Analysis**

Basic principles of investment analysis introduced to students in an interactive learning format. Students manage simulated stock portfolios via Internet technology using information from major U.S. and global stock exchanges. Taught this course in online format from 2001 to 2009, 39 class sections.

#### MGMT 6363 - Inter-Cultural Management

Dimensions of culture and their impact on international business operations. Included research partnership with Lockheed Martin in preparing expatriate employees for foreign assignments. Students conducted research and prepared written expatriate guides for Lockheed Martin employees in various countries. Findings delivered to top management of Lockheed Martin via formal student presentations at end of trimester. Taught this course from 1998 to 2000.

FINA 7350 – Options and Futures Trading – includes four-day trip to financial Markets in Chicago. Students participate in classes at the Options Institute at the Chicago Board Options Exchange (CBOE) and the Chicago Mercantile Exchange (CME). Class includes mock trading sessions on the floor of the CBOE where student teams are paired with real traders. Also includes electronic trading class at the CME on their exchange’s online trading system (GLOBEX). Students have pre-trip and post-trip assignments online and a three-week internet-based trading simulation which they must complete after the trip to Chicago. Offered this course each Fall Semester from 2004 to 2008.

#### BUAD 8302 – International Management Study Tour - Luxembourg

Led student tour to Luxembourg during April 1999 Intersemester. Visited European and U.S. companies based in Luxembourg as well as offices of the European Union.

#### BUAD 8302 – International Management Study Tour – European Union (EU)

Led student tour to European Union with Dr. Maura Sheehan during December 2003 Intersemester. Visited German Bundestag, member Guenter Nooke - Berlin; EU Commission & EU Parliament in Brussels; World Trade Organization (WTO) – Geneva; European Central Bank – Frankfurt, all visits focusing on opportunities and challenges associated with EU integration process.

#### BUAD 8302 – International Management Study Tour – Russia

Led student tour to Russia with Dr. Dale Fodness during August 2005 Intersemester. Visited the American Chamber of Commerce in Moscow, McDonald’s Russia and Boeing. In St. Petersburg visited the oldest porcelain manufacturing plant in Russia and the beer factory founded by Catherine the Great. Also spent time at the summer palace of Peter the Great and the winter palace/Hermitage Museum in St. Petersburg. The theme of the trip was Russia’s transition to a market-based economy.

#### BUAD 8302 – International Management Study Tour - Ireland

Led student tours to Ireland with Dr. Maura Sheehan during April 2003 & 2007 Intersemesters, and April 2011 with Dr. Sri Beldona. Visited micro enterprises, high tech firms and European Union offices in order to focus on Ireland’s emergence as a leading global economy in 2003 & 2007, and as a center of global crisis in 2011.

#### BUAD 8302 – International Management Study Tour – Budapest and Prague

Partnered on study tour to Budapest and Prague during April 2008 Intersemester for comparative analysis of two transitioning economies in Eastern Europe (now members of EU). Visited the Offices of the European Union, Central European University and Open Society (Radio Free Europe) Archives in Budapest. Then shifted to Prague for visits to Dewalt Tools – Eastern European Headquarters, Scoda Automotive, and Ruckl Crystal.

### **Courses taught at Texas Woman's University:**

Undergraduate:

BUS 3053 - Principles of Finance  
BUS 3113 - Principles of Marketing  
BUS 3133 - Principles of Investments  
BUS 3183 - International Business  
BUS 4114 - Marketing Research  
BUS 4253 - Financial Planning

Graduate:

BUS 5133 - Marketing Management  
BUS 5523 - Management and Organizational Behavior  
BUS 5903- International Management

### **Courses taught at University of North Texas:**

Undergraduate:

MGMT 3820 - Principles of Management  
BUSI 4660 - International Business

### **SCHOLARSHIP**

#### **Publications**

Dissertation:

An Empirical Investigation of the Interaction Effects of Leader-Member Locus of Control on Participation in Strategic Decision Making, University of North Texas, May, 1995.

Books:

May, Ruth C. Bridging Diversity Barriers. Published by the American Institute of Certified Public Accountants (AICPA). 1999.

Peer-Reviewed Journal Articles & Book Chapters:

May, Ruth C., Rayter, G. R. and Ledgerwood, Donna. E. "Institutional Erosion and its Effects on Russia's Corporate Leadership", Journal of Leadership and Organizational Studies. 2016, 23(2): 191-207. Applied.

Stewart, Wayne H., May, Ruth C. and Ledgerwood, Donna E. "Do You Know What I Know? Intent to Share Knowledge in the U.S. and Ukraine", Management International Review. 2015, 55(6): 737-773. Basic.

May, Ruth C. "Who Are You Really? Exploring Cultural Identity from the Inside Out" in V. Taras and M. Gonzalez-Perez (Eds.) Experiential Learning in International Business and International Management. London, UK: Palgrave Publishing. 2015. Pedagogical.

May, Ruth C. and Stewart, Wayne H. "Building Theory with BRICs: Russia's Contribution to Knowledge Sharing Theory." Critical Perspectives in International Business. 2013, 9(1/2): 147-172. Basic.

Ledgerwood, Donna and May, Ruth C. "I Know It When I See It: Innovative Teaching Techniques for the International Management Classroom", Western Journal of Human Resource Management, 2013, Summer Issue, 43-54. Pedagogical.

May, Ruth C., Stewart, Wayne H., Puffer, Sheila M, McCarthy, Daniel J., and Ledgerwood, Donna E. "Predictors of Individual Knowledge Acquisition Commitment in a Post-Soviet Setting", Management International Review. 2011, 51(5): 697-728. Basic.

Stewart, Wayne H. and May, Ruth C. "A Profile of Resistance to Change: Individual Differences in Post-Soviet Organizations", Journal of International Management Studies. 2011, 11(1): 63-74. Applied.

Beldona, S, Bell, G. and May, Ruth C. "Leveraging the IB Learning Experience with Web Conference Tools", Journal of International Management Studies. 2011, 11(1): 134-144. Pedagogical.

May, Ruth C., Cox, Vanessa, Kroder, Stan L., Franklin, Geralyn M. "Measuring the Environmental Impact of Online Learning: Where do we start?" Ubiquitous Learning: An International Journal. 2010, 2(2): 65-76. Pedagogical.

Stewart, Wayne H., May, Ruth C., McCarthy, Daniel J., and Puffer, Sheila M. "A Test of the Measurement Invariance of Oreg's Resistance to Change Scale in Russia and Ukraine", Journal of Applied Behavioral Science. 2009, 45(4): 468-489. Basic.

Stewart, Wayne H., May, Ruth C., McCarthy, Daniel J., and Puffer, Sheila M. "Practicing Caution in Cross-National Measurement Validation: A Response to Oreg's Commentary", Journal of Applied Behavioral Science. 2009, 45(4): 494-497. Basic.

Ralston, D., Ledgerwood, D. May, R., et al. "Ethical Preferences for Influencing Superiors: A 41 Society Study", Journal of International Business Studies. 2009, 40(6); 1022-1045. Basic.

Puffer, Sheila M, McCarthy, Daniel J., May, Ruth C., Ledgerwood, Donna E., and Stewart, Wayne H. "Overcoming Resistance to Change in Russian Organizations: The Legacy of Transactional Leadership." Organizational Dynamics. 2008, 37(3): 221-235. Applied.

Stewart, Wayne H., May, Ruth C. and Kalia, Arvind. "Environmental Perceptions and Scanning in the U.S. and India: Convergence in Entrepreneurial Information Seeking?" Entrepreneurship Theory & Practice. 2008, 32(1): 83-106. Special issue on Entrepreneurship in Emerging Economies. Basic.

May, Ruth C. and Ledgerwood, Donna E. "One Step Forward, Two Steps Back: Negative Consequences of National Policy on Human Resource Management Practices in Russia" in T. Lidokhover (Ed.) Human Resource Management in Russia. London, UK: Ashgate Publishing. 2007. Applied.

May, Ruth C., Puffer, Sheila M. & McCarthy, Daniel J. "Transferring Management Knowledge to Russia: A Culturally Based Approach". Academy of Management Executive. 2005, 19(2): 24-35. Special issue on Management Knowledge Transfer. Applied.

May, Ruth C. "A Strategic Approach to Improving Corporate Governance: Evidence from Russia" in D. McCarthy, S. Puffer & S. Shekshnia (Eds.) Corporate Governance in Russia. Cheltenham, UK: Edward Elgar Publishers: 2004. Applied.

May, Ruth C, Stewart, Wayne H., and Sweo, Robert. "Environmental Scanning in a Transitional Economy: Empirical Evidence from Russia". Academy of Management Journal. 2000, 43(3): 403-427. Special issue on Emerging Economies. Basic.

May, Ruth C., Bormann-Young, Carol J., and Ledgerwood, Donna E. "Lessons from Russian Human Resource Management Experience." European Management Journal. 1998, 16(4): 447-459. Applied.

May, Ruth C., and Stewart, Wayne H. "On the Inside Looking Out: Russian Bank Executives' Perceptions of Strategic Threats and Opportunities in a Transitional Environment." Journal of Emerging Markets. 1998, 3(2): 5-25. Applied.

Stewart, Wayne H., and May, Ruth C. "The State of Entrepreneurship in Russia: Obstacles to New Venture Creation." International Journal of Entrepreneurship. 1998, 1(1): 51-66. Applied.

Stewart, Wayne H., Ledgerwood, Donna E. and May, Ruth C. "Educating Business Schools About Safety and Health is No Accident." Journal of Business Ethics. 1996, 15(4): 919-926. Pedagogical.

May, Ruth C. and Bormann, Carol J. "Managerial Practices in the Former Soviet Union." Multinational Business Review. 1993, 1(2): 66-73. Applied.

### **Peer-Reviewed Conference Proceedings, Cases, Book Reviews**

May, Ruth C., Cox, Vanessa, Kroder, Stan L., Franklin, GERALYN M. "Following the Paper Trail: Measuring the Economic and Environmental Impact of Digital Content Delivery", International Conference on Engineering Education, Instructional Technology, Assessment and E-learning (EIAE) Conference Proceedings, December, 2009. Pedagogical.

May, Ruth C., Stewart, Wayne H., McCarthy, Daniel J., Puffer, Sheila M. and Ledgerwood, Donna E. "A Test of the Cross-Cultural Equivalency of the Resistance to Change Scale in Russia and Ukraine." Accepted in the International Management Division of the Academy of Management for presentation and for publication in the Best Paper Proceedings, Academy of Management, August, 2007. Basic.

Ralston, D. et al. "How Do You Climb the Corporate Ladder? A Multi-regional Analysis of the Ethical Preferences for Influencing Superiors". Accepted in the International Management Division of the Academy of Management for presentation and publication in the Best Paper Proceedings, Academy of Management, August 2005. Basic.

May, Ruth C., Stewart, Wayne H., and Ledgerwood, Donna E. "Changing Work Values in the Context of Economic Transition: A Typology and Test of Russian Organizations." Southwest Academy of International Business Proceedings. March, 2000. Basic.

May, Ruth C., Stewart, Wayne H., and Ledgerwood, Donna E. "Job Involvement in Russia: The Validation of an Individualistic Instrument in a Collectivist Culture." Southwest Academy of International Business Proceedings. March, 1998. Basic.

May, Ruth C., and Stewart, Wayne H. "On the Inside Looking Out: An Environment in Transition from the Perspective of Russian Bank Executives." Southern Management Association Proceedings. November, 1996. Applied.

Ledgerwood, Donna E. and May, Ruth C. "Reforming Russia's Workplace: The Ultimate Challenge for Maywood." In G. Stevens (Ed.) Cases and Exercises in Human Resources Management. New York: Irwin, Inc., 1996. Pedagogical.

May, Ruth C. and Rayter, Gregory. "Organizational Change in Russia: The Role of the Internal Change Agent." The Best in Management Worldwide: Linking Management Scholarship, proceedings of the International Federation of Scholarly Association of Management's (IFSAM) Second World Conference. August, 1994. Applied.

May, Ruth C. Review of The Russian Management Revolution: Preparing Managers for the Market Economy. By Sheila M. Puffer. Academy of Management Executive. February, 1994. Applied.

May, Ruth and Bormann, Carol. "Soviet Management Perspective and Planning." Association For Global Business Proceedings. November, 1992. Applied.

### **Peer-Reviewed Conference Presentations**

Stewart, Wayne H., May, Ruth C. and Ledgerwood, Donna E. "Cross-Cultural Differences in Knowledge Sharing Intentions", presented at annual meeting of the Academy of Management, August 2014, Philadelphia, PA. Basic.



Stewart, Wayne H. and May, Ruth C. "A Test of Knowledge Sharing Hostility in the U.S. and Ukraine", presented at the Western Business & Management International Research Conference, October 2012, Paris, France. Basic.

May, Ruth C and Ledgerwood, Donna E. "International Teaching Techniques for the International Management Classroom", presented at the Western Business & Management International Research Conference, October 2012, Paris, France. Pedagogical.

May, Ruth C. and Stewart, Wayne H. "Knowledge Creation in Turbulent Environments: Culturally-Embedded Barriers to Knowledge Sharing in the Post-Soviet Region", presented at the Global Business Conference of the Innovation Institute, University of Zagreb, September 2011, Sibenik, Croatia. Applied.

Beldona, S., Bell, G., and May, Ruth C. "Using Web Conferencing Tools for Virtual Teams: Empirical Evidence", presented at annual meeting of International Association of Business & Economics (IABE), June 2011, Barcelona, Spain. Pedagogical.

Stewart, Wayne H. and May, Ruth C. "A Profile of Resistance to Change: Individual Differences in Post-Soviet Organizations", presented at annual meeting of International Association of Business & Economics (IABE), June 2011, Barcelona, Spain. Applied.

May, Ruth C., Stewart, Wayne H., Puffer, Sheila M, McCarthy, Daniel J., and Ledgerwood, Donna E. "Predictors of Individual Knowledge Acquisition Commitment: Does Institutional Context Matter?" Academy of Management, August 2010, Montreal, Canada. Basic.

May, Ruth C., Cox, Vanessa, Kroder, Stan L., Franklin, Geralyn M. "Measuring the Environmental Impact of Online Learning: Where do we start?" presented at the second International Ubiquitous Learning Conference, Northeastern University, December, 2009, Boston, MA. Pedagogical.

May, Ruth C., Cox, Vanessa, Kroder, Stan L., Franklin, Geralyn M. "Following the Paper Trail: Measuring the Economic and Environmental Impact of Digital Content Delivery", submitted to International Conference on Engineering Education, Instructional Technology, Assessment and E-learning (EIAE), December, 2009. Pedagogical.

Beldona, S. & May, Ruth C. "Leveraging the IB Learning Experience with Web Conferencing Tools: A Must for Virtual Teams", presented in Special Track on IB Pedagogy, Academy of International Business annual meeting, June 2009, San Diego, CA. Pedagogical.

Puffer, Sheila M, McCarthy, Daniel J., May, Ruth C., Ledgerwood, Donna E., and Stewart, Wayne H. "Overcoming Resistance to Change in Russian Organizations: The Legacy of Transactional Leadership." Paper presented at the Corporate Russia on the Rise Conference, sponsored by Moscow State University and the European School of Management and Technology, June 2008, Berlin, Germany. Applied.

May, Ruth C., Whittington, J.Lee, Kroder, Stan, and Cox, Vanessa. "A Strategic Institutional Approach to Online Learning." Panel symposium with multi-divisional sponsorship in the Management Education Division, Organizational Communication and Information Systems Division, & Technology and Innovation Management Division of the Academy of Management, August 2007, Philadelphia, PA. Pedagogical.

May, Ruth C., Stewart, Wayne H., McCarthy, Daniel J., Puffer, Sheila M. and Ledgerwood, Donna E. "A Test of the Cross-Cultural Equivalency of the Resistance to Change Scale in Russia and Ukraine." Academy of Management, August 2007. Philadelphia, PA. Basic.

Puffer, Sheila M, McCarthy, Daniel J., May, Ruth C., Stewart, Wayne H., and Ledgerwood, Donna E. "Individual Antecedents of Potential Absorptive Capacity in Emerging Economies: Evidence from Russia and Ukraine." Academy of Management, August 2007, Philadelphia, PA. Basic.

Stewart, Wayne H., May, Ruth C. and Kalia, Arvind. "Environmental Perceptions and Scanning in the U.S. and India: Convergence in Entrepreneurial Information Seeking?" Conference on Entrepreneurship in Emerging Markets. March 2007, Ft.Worth, TX. Basic.

May, Ruth C. "Preparing for a Successful Pregnancy: Giving Birth to Your First Online Course". Sloan-Consortium Conference on Online Course Development. October 2006, Babson College, Boston, MA. Pedagogical.

Whittington, J.Lee, Frank, Blake A., May, Ruth C., Murray, Brian and Goodwin, Vicki. "Servant Leadership in Organizations: Scale Development and Validation". Academy of Management Annual Meeting. August 2006, Atlanta, GA. Basic.

Ralston, D. et al. "How Do You Climb the Corporate Ladder? A Multi-regional Analysis of the Ethical Preferences for Influencing Superiors". Academy of Management Annual Meeting. August 2005, Honolulu, HA. Basic.

May, Ruth C., Puffer, Sheila M. & McCarthy, Daniel J. "Challenges and Solutions to Facilitating Transfer of Actionable Knowledge in Transition Economies". Academy of Management Annual Meeting. August 2004, New Orleans, LA. Applied.

May, Ruth C. and Whittington, J.Lee. "The Gospel of Affirmation: A Model for Spiritual Leadership". Academy of Management Annual Meeting. August 2003, Seattle, WA. Applied.

Stewart, Wayne H., May, Ruth C. and Kalia, Arvind. "Executive Perceptions and Environmental Scanning Among Managers and Entrepreneurs in Two Countries." Academy of Management Annual Meeting. Seattle, WA. August, 2003. Basic.

May, Ruth C. "A Strategic Approach to Improving Corporate Governance: Cumulative Evidence from Russia." Presented at the Gorbachev Foundation of North America. Boston, MA. April, 2003. Applied.

Ralston, D., Engri, C., Girson, I., Herrig, H., Jesuino, J., Ledgerwood, D., Maignan, I., May, R., Nicholson, J., Pekerti, A., Tang, M., Vollmer, G., Wan, P., Wallace, A., & Weber, M. "Upward Influence Styles Around the World: Evidence from Countries in Asia, Europe and North America." Association of International Business Annual Meeting. Sydney, Australia. November, 2001. Basic.

Ralston, D., Engri, C., Girson, I., Herrig, H., Ledgerwood, D., Maignan, I., May, R., Nicholson, J., Pekerti, A., Tang, M., Terpstra, R., Vollmer, G., Wan, P., Wallace, A., & Weber, M. "Cultural Differences in Upward Influence: A Study From Societies in Europe, Asia, and America." Institute for Research on Intercultural Cooperation . Tilburg, Netherlands. April, 2001. Basic.

Ralston, David A., Engri, C., Girson, I., Herrig, H., Ledgerwood, D., Maignan, I., May, R., Nicholson, J., Srinivasan, N., Tang, M. Vollmer, G., Wan, P., & Wallace, A. "Beginning to Globally Investigate the Influence Tactics of Managers." International Management Development Association Meeting. San Jose, Costa Rica. December, 2000. Basic.

Stewart, Wayne H., May, Ruth C. and Kalia, Arvind. "Owner Perceptions and Scanning of Entrepreneurial Environments in the U.S. and India". Academy of Management Annual Meeting. Toronto, Canada. August, 2000. Basic.

Bormann-Young, C., May, Ruth C. and Ledgerwood, Donna E. Panelists, Symposium: "Methods for Group Project Evaluations". Southwest Academy of Management Annual Meeting. Dallas, TX. March, 1998. Pedagogical.

May, Ruth C., Bormann-Young, Carol and Ledgerwood, Donna E. "Challenges for the Western Consultant in Reforming Russian Human Resource Management". Academy of Management. Boston, MA. August, 1997. Applied.

May, R. (Chair), Rayter, G., Ledgerwood, D. and Bormann-Young, C. Panelists, Symposium: "Transforming Management Skills to New Market Economies: Retraining Russian Managers for the New Economy." Association for Global Business Annual Meeting. Dallas, TX. November, 1996. Applied.

May, Ruth C. and Bormann-Young, Carol. "Barriers to the Advancement of Management in Russia: Resisters to the Perestroika Revolution". Third Biennial International Conference on Advances in Management. Boston, MA. June, 1996. Applied.

Wong, G., Ledgerwood, D., May, R and Bormann, C. Panelists, Symposium: "Russian Business Management: Training and Practice". Midwest Business Administration Association. Chicago, IL. March, 1995. Applied.

May, Ruth C. and Rayter, Gregory. "Reforming Russian Human Resource Management: What are We Overlooking?" Academy of Management Annual Meeting. Dallas, TX. August, 1994. Applied.

Puffer, Sheila, May, Ruth C. and Bormann, Carol J. Panelists, Symposium: "Soviet Management and Planning". Association for Global Business Annual Meeting. New Orleans, LA. November, 1992. Applied.

### **Invited Publications/Presentations**

May, Ruth C. Published interview by Paul Wedding, "University of Dallas experts weigh in on DNC hacking", Dallas Business Journal. July 28, 2016.

May, Ruth C. et al. Invited panel member for presentation on "Increasing Productivity in Scholarship" for tenure-track faculty, University of Dallas, hosted by Office of the Provost, April, 2016. Applied.

May, Ruth C. "Russian Management Reforms", invited presentation to Professor Charlie Sullivan's special topic course on Contemporary Russia, funded by grant from the Koch Foundation. October 31, 2014. Applied.

Cox, V., May, R., Kroder, S. and Franklin, G. "Measuring the Sustainable Impact of Online Learning", invited presentation at eCollege 2010 CiTE Conference, April, 2010, Denver, CO. Pedagogical.

May, Ruth C., Puffer, Sheila M. & McCarthy, Daniel J. "Transferring Management Knowledge to Russia: A Culturally-Based Approach" reprinted in H. Merchant (Ed.) Competing in Emerging Markets: Cases and Readings. Oxford, UK: Routledge. 2008. Applied.

May, Ruth C., Kroder, Stan, and Cox, Vanessa. "A Strategic Institutional Approach to Online Learning." Panel symposium presented at CiTE: The eCollege Users Conference, March 2008, Denver, CO. Pedagogical.

Fey, Carl, Spicer, Andrew, May, Ruth C., Puffer, Sheila M., Ault, Joshua. Invited Participants in Caucus on Russian and Eastern European Management Research. Academy of Management, August 2007, Philadelphia, PA.

May, Ruth C. Subject matter contributor in Shimer, Elizabeth and Van Aalast. (Eds.) Natural Calm: Stress Relief for Today's Woman, Part III: The Fifth Circle: Money and Finances. 2001. New York: Rodale Press. Applied.

May, Ruth C. and Bormann-Young, Carol. "Managerial Practices in the Former Soviet Union, Update as of January 1996." In S. Kim et al (Eds) Readings in International Business. New York: University Press of America. 1997. Applied.

May, Ruth C., Ebrahimi, Bahman and Rayter, Gregory. "Strategy and Tactics for the Transfer of Human Resource Management to Russia: Joint American/Russian Perspectives of the Problem." Socialist Labor Journal (Russia). January, 1993. Applied.

### **Research Grants/Awards**

Recipient, King Hagar funded Sabbatical, 2/09  
For study of compensation practices in Russia

Recipient, King Hagar Scholar – Research Grant, 3/06  
Antecedents of Absorptive Capacity in Russian and Ukrainian Firms

Recipient, King Hagar Scholar - Research Grant, 2/02 Environmental Scanning:  
Multi-Country Study of Executives

Recipient, King Hagar Scholar - Research Grant, 2/99  
Work Behaviors of Russian Managers

### **Work in Progress**

Stewart, Wayne H., May, Ruth C. and Ledgerwood, Donna E. “A Test of the Effects of Resistance to Change on Organizational Commitment in Russia”. In design phase.

### **SERVICE**

#### **University and College**

Chair, Learning Management System (LMS) Selection Committee for UD, 05/16 to present

Chair, UD 403-B Oversight & Investment Review Committee, 09/13 to present

Member, COB Promotion & Tenure Committee, College of Business, 1/09 to 10/12; 9/15 to present

Member, Admissions Committee, College of Business, University of Dallas, 6/01 to 8/03; 08/14 to present

Member, College of Business Hall of Fame Selection Committee, 01/16 to present

Member, DBA Curriculum Committee, 09/12 to 05/14

Co-Chair, College of Business Faculty Governance Task Force, 08/13 to 05/15

Member, Rank and Tenure Committee, University of Dallas, 11/05 to 5/07; 9/08 to 5/09;  
9/10 to 5/11; 8/13 to 05/14

Member, College of Business MBA Curriculum Committee, 8/12 to 05/13

Member, COB Dean Search Committee, College of Business, 1/12 to 7/12

Member, College of Business Faculty Recruitment Committee, 9/11 to 8/12

Chair, AACSB Accreditation Steering Committee, College of Business, 1/09 to 5/11

Member, AACSB Assessment of Learning Committee, College of Business, 10/06 to 12/11

Member, Strategic Planning Committee, College of Business, 1/09 to 12/10

Member, MBA Continuous Improvement Committee, College of Business, 9/09 to 12/10

Chair, COB Dean Search Committee, College of Business, 5/08 to 12/08

Lyceum Lecture Series Planning Committee (for Steve Forbes), fall 2008

Member, McDermott Lectureship Planning Committee (for Mikhail Gorbachev),  
University of Dallas, 8/07 to 10/07

Co-Chair, AACSB Accreditation Plan Writing Committee, College of Business,  
University of Dallas, 5/07 to 03/08

Member, Internet-Based MBA Standards and Best Practices Committee,  
Graduate School of Management, University of Dallas, 5/07 to 8/09

Co-Chair, AACSB Core Curriculum Revision Task Force, Graduate School of Management, University of  
Dallas, 10/06 to 11/06.

Member, AACSB Faculty Development Task Force, Graduate School of Management, University of Dallas,  
10/06 to 12/06.

Chair, International Study Tour Committee, Graduate School of Management,  
University of Dallas, Chair 8/03 to 9/09

Member, Academic Review Board, Graduate School of Management,  
University of Dallas, 8/03 to 12/06

Member, University of Dallas Presidential Search Committee, College of Business Rep,  
University of Dallas, 12/03 to 5/04.

Member, Dean Search Committee, Graduate School of Management,  
University of Dallas, 10/01 to 5/02.

Member, Globalization Committee, Graduate School of Management,  
University of Dallas, 6/01 to 8/03.

Member, Faculty Development Committee, Graduate School of Management, University of Dallas, 10/98 to 12/01.

Member, Employee Benefits Committee, University of Dallas, 8/99 to 8/02.

### **Service to the Profession**

#### Memberships:

Academy of International Business, 5/95 to present

Academy of Management, 8/91 to present

Southern Management Association, 11/92 to present

Southwest Academy of Management, 3/93 to present

#### Professional Activities:

Reviewer, Management International Review, 11/14

Reviewer, Critical Perspectives on International Business (Special issue on Russia), 1/12

Associate Guest Editor, Ubiquitous Learning: An International Journal, Volume 2 (2), 12/10

Reviewer, 2 articles, Ubiquitous Learning: An International Journal, 2/10

Reviewer, 3 papers, Business Policy & Strategy Division, Academy of Management, 2/10

Reviewer, 3 papers, International Management Division, Academy of Management, 2/10

Reviewer, 3 papers, Management Education Track of Southern Management Association, 4/09

Reviewer, Journal of International Business Studies, 3/08

Reviewer, Journal of International Business Studies, 8/07

Discussant of 3 papers, International Management Division, Academy of Management, 8/07

Reviewer, 2 papers, Organization Management & Theory Division, Academy of Management, 1/07

Reviewer, 1 paper & 2 symposia, International Management Division, Academy of Management, 1/07

Subject Matter Expert for Delphi Study on Online Teaching being conducted for a dissertation by Alicia Gallegos-Butters at San Diego State University, 11/06 to 3/07

Reviewer, Journal of International Business Studies, 11/06

Reviewer, M.R. and Evelyn Hudson Scholarship Essay Competition, Graduate School of Management, University of Dallas, 4/06

Reviewer, Journal of Management Studies, special issue on Emerging Economies, 8/03

Reviewer, Journal of World Business, special issue on Corporate Governance, 3/03

Reviewer, Academy of Management Review, 2/03

Reviewer, Journal of Organizational Change Management, 1/03

Reviewer, 2 papers, Business Policy and Strategy Division, Academy of Management, 1/03

Reviewer, 3 papers, Management, Spirituality and Religion Division, Academy of Management, 1/03

Reviewer, Journal of Management Education, 11/02

Reviewer, Strategic Management Journal, 1/00

May, Ruth C. "Russia and the U.S.: Its Economic and Business Future". Panelist on nationally-syndicated, locally-produced at KERA-TV, McCUITION. March, 2000.

Reviewer, Academy of Management Executive, 8/99

Reviewer, 2 papers, International Management Division, Academy of Management, 8/99

Reviewer, 2 papers, Strategic Management Track of the Decision Sciences Institute, 7/97

Editorial Review Board, Journal of Business Strategies, 8/96 to 12/05

Assistant to Secretary/Membership Chair of Southern Management Association, 11/95 to 11/98

Discussant / Reviewer, Strategic Management Track - Southern Management Association, 11/93

Assistant to Treasurer of Southern Management Association, 11/92 to 11/95

Reviewer, 1 paper, Emerging Issues Track of Southwest Academy of Management, 3/92

Security Industry Association (SIA) Economic Education Liaison for Mississippi, 8/87 to 8/89

Co-Founder, Security Industry Association (SIA) Stock Market Game of Mississippi - over 3,000 junior and senior high students participate annually, 8/86



## **Service to the Community**

Chair, Finance Division and Finance Committee (11/15 to present; Member - 11/09 to 10/13 & 11/14 to 10/15) – Royal Lane Baptist Church, Dallas, TX

Chair, Interim Transition Team (7/15 to 6/16) - Royal Lane Baptist Church, Dallas, TX

Chair, Board of Deacons (11/10 to 10/11) – Royal Lane Baptist Church, Dallas, TX.

Vice-Chair, Board of Deacons (11/2009 to 10/10) – Royal Lane Baptist Church, Dallas, TX.

Member, Board of Deacons (1997 - 2000) & (2003 - 2006); (2008 - 2011); Director of Worship Division (1996-1999); Chair of Lay Worship Task Force (2003 - 2006) Royal Lane Baptist Church, Dallas, TX.

Volunteer, Dallas Area Habitat for Humanity, 6/96 to present

Member, Advisory Board, Today Marks the Beginning (TMTB) – non-profit arts coalition for support of social justice issues, 9/07 to 12/09

Volunteer, Mississippi Radio Reading Service for the Blind, 3/86 to 5/91

## **Professional Industry Experience**

**Client Manager**, Maxwell Financial Services, Dallas, TX.

FINRA Registered Representative and CFP supervising individual account services in financial planning and security transactions, 1/94 to 5/95

**Senior Investment Officer**, Legg Mason Wood Walker, Jackson, MS.

FINRA Registered Representative and CFP specializing in personal financial planning and investment counseling, 12/88 to 5/91

**Vice President**, McLarty & Company, Jackson, MS.

FINRA General Securities Principal; Municipal Securities Principal; Senior Registered Options Principal; Registered Representative and CFP. Supervised regulatory compliance of the firm and was a top producer and manager of broker sales force, 2/84 to 12/88

## **Professional Consulting Experience**

**Trainer. Nokia Corporation.** Developed and facilitated new training program for Nokia in tandem with their strategic restructuring of the company which began summer 2011. Program included three online learning modules plus 1 ½ days of face to face training. Program piloted in June 2011 and rolled out globally in November 2011.

Served as co-facilitator for a three-day management development program in finance, strategy and leadership titled “Focus”, which included the strategy simulation, CESIM. Led 20 sessions of “Focus” in

Asia, Latin America, and North American from June 2004 to December 2005.

**Trainer. Microsoft Corporation.** Facilitated multiple offerings of a two-day program in Strategic Thinking for Microsoft Services Consultants (on behalf of BDR Global Inc.) at Microsoft Services University – Redmond, WA and various field locations in the U.S. March 2008 to December 2011.

**Trainer and Consultant.** In partnership with **The Rayter Group.** Developed and conducted training in strategic planning, organizational change, and human resource management for various **Russian & Ukrainian companies**, 1993 to present.

**Partial Client List of over 50 companies served:**

Airlines:	Aeroflot Sakhalinskie Aviatrassy
Banking:	Avtovaz Bank Baltvneshtorg Bank Dalryb Bank Edvinstvo Co-op Bank Elektronika Bank Bank Stolichny Joint Stock Bank SYR Joint Stock Selmash Bank Kolyma Bank Mosbusiness Bank Promfinservice Bank Promstroy Bank Regio Bank Rosvneshtorg Bank Russian Commercial & Industrial Bank Russian National Commercial Bank Severnaya Kazna Bank Tver Universal Bank Unicom Bank Ural Bank of Reconstruction and Development Uraltrans Bank Vneshtorg Bank ATR
Employment Services:	Center of Orientation & Sociological Support Perm Regional Employment Center
Oil & Gas:	Astrahan Gazprom Nefteproduct

NORSI  
RAO Gazprom  
Urengoy Gazprom

**Facilitator. Womack Machine Companies.** Designed and conducted strategic planning retreat, November 2008.

**Trainer. KPMG.** Developed and conducted training for senior-level managers in Tax, Auditing and Consulting Divisions on track to become General Partners in the next 3 -5 years, 2007-2008.

**Trainer. American Institute of Certified Public Accountants (AICPA).** Conducted professional continuing education workshops in Mutual Fund Analysis and Investment Planning, 2001 to 2003 for the following State CPA Societies: Texas, Louisiana, Tennessee, Georgia, Maryland, Mississippi, Pennsylvania, Indiana, Oregon, & Washington.

**Trainer. Annuity Board of the Southern Baptist Convention,** Dallas, Texas. Designed and conducted training in securities analysis and securities markets for managers and employees of the Annuity Board in 2000 & 2001.

**Subject Matter Expert,** Knowledge Well Inc. (a division of CBT Group), Dublin, Ireland. Served as design and content editor for online courseware in marketing, 1996 to 1998.