

## **VAS TARAS**

Department of Business Administration, Bryan School of Business and Economics  
University of North Carolina at Greensboro, POB 26165, Greensboro, NC 27402-6165  
tel. (336) 256-8611, [v\\_taras@uncg.edu](mailto:v_taras@uncg.edu), webpage: [www.vtaras.com](http://www.vtaras.com)

### **Research Interests**

Cross-Cultural Team/Workgroup Management and Development, Acculturation, Utility Analysis of Cross-Cultural Personnel Development Programs

### **Education**

- [Haskayne School of Business, University of Calgary, Canada, 2008.](#)  
PhD Human Resources and Organizational Dynamics/ Strategy and Global Management
- [University of Texas at Dallas, USA, 2003](#)  
Master's of Public Affairs / Political Economy
- [Rivne State Technical University, Ukraine, 1999](#)  
BS Economics and Management

### **Teaching**

[University of North Carolina at Greensboro](#), since 2009

- [International Business/Management](#)

[Universidad EAFIT, Colombia \(short-term visiting\), 2011](#)

- [Cross-Cultural Management](#)

[University of Calgary, Canada, 2003-2008](#)

- [Human Resource Management and Employment Relations](#)
- [Organizational Behavior](#)
- [Organizational Change and Development](#)
- [Organizational Leadership \(on-line\)](#)

[University of Texas at Dallas, USA, 2001-2003](#)

- [Social Statistics](#)
- [Social Statistics \(on-line\)](#)

Other

- [Smart Note Taking for Students](#)
- [Image in Politics and Business](#)
- [Public Speaking/Debating](#)

### **Selected Work Experience**

- 2009 /pres [The Bryan School of Business and Economics, U. of North Carolina at Greensboro](#)  
Lecturer, International Management
- 2011 [Universidad EAFIT, Colombia](#)  
Visiting lecturer
- 2007/08 [Haskayne School of Business, U. of Calgary](#)  
Instructor, Course Coordinator, Human Resource Management and Organizational Dynamics
- 2007/pres [Teamwork Technologies](#), Founder/Owner  
Consulting in diversity management, teambuilding, cross-cultural team and workgroup development
- 2006/08 [University of Calgary Residence Services, Community Advisor \(part-time\)](#)  
Diversity management, community spirit development, student experience enhancement
- 1999/01 [Rise Co., Ukraine \(1200 employees\) – Brand Manager](#)  
Coordinated supplies from 9 countries and supervised nationwide promotion of several brands

- 1995/99 Autohatka (9 employees), Ukraine - CEO and co-founder  
Built a profitable company from ground up, automotive sales and repairs
- 1994/96 Interpreter (German, English, Russian, Ukrainian) for several international companies

### **Publications and Proceedings**

- Taras, V., Roney, J., Steel, P. (in press). Work-Related Acculturation: Change in Individual Work-Related Cultural Values Following Immigration. *The International Journal of Human Resource Management*.
- Fendyur, A., & Taras, V. (in press). Quantitative Predictive Capacity of Human Development Index in Wireless Telephony Operations. *International Journal of Applied Management Science*
- Taras, V., Steel, P., Kirkman, B. (2011). Improving National Cultural Indices Using a Meta-Analysis of Hofstede's Dimensions. *Journal of World Business*.
- Taras, V., Steel, P., & Kirkman, B. L. (2011). Three Decades of Research on National Culture in the Workplace: Do the Differences Still Make a Difference? *Organizational Dynamics*, 40:189-198.
- Taras, V., & Kline, T. J. B. (2010). Scale validation via quantifying item validity using the Dm index. *Psychological Reports*, 107(2), 535-546.
- Taras, V., Steel, P., & Kirkman, B. L. (2010). Negative practice–value correlations in the GLOBE data: Unexpected findings, questionnaire limitations and research directions. *Journal of International Business Studies*, 41(8), 1330-1338.
- Taras, V., Kirkman, B. L., & Steel, P. (2010). Examining the Impact of Culture's Consequences: A Three-Decade, Multi-Level, Meta-Analytic Review of Hofstede's Cultural Value Dimensions. *Journal of Applied Psychology*, 95(3), 405-439.
- Steel, P. & Taras, V. (2010). Culture as a Consequence: A Multilevel Multivariate Meta-Analysis of the Effects of Individual and Country Characteristics on Work-Related Cultural Values. *Journal of International Management*. 16(2): 211-233.
- Taras, V., Roney, J., Steel, P. (2009). Half a Century of Measuring Culture: Approaches, Challenges, Limitations, and Suggestions Based on the Analysis of 121 Instruments for Quantifying Culture. *Journal of International Management*, 5(14)
- Taras, V., & Steel, P. (2009). Challenging fundamental assumptions about culture: A multi-level multivariate meta-analysis. In C. Nakata (Ed.), *Beyond Hofstede: Culture Frameworks for Global Marketing and Management*: Macmillan/Palgrave.
- Taras, V. (2008). Immigrant worker acculturation: Pace, extent, and predictors. *Perspective: Human Resources*, 3, 24.
- Taras, V., & Roney, J. (2008). Cross-Cultural Differences in Perceptions of Justice: Consequences for Academia. *International Studies of Educational Administration (ISEA)*, 36(3), 104-123.
- Taras, V., & Roney, J. (2007). Effects of Cultural Diversity on In-Class Communication and Student Project Team Dynamics: Creating Synergy in the Diverse University Classroom. *International Studies in Educational Administration (ISEA)*, 35(2), 66-82.
- Taras, V., & Steel, P. (2006). *Culture as a consequence: A multilevel multivariate meta-analysis of the effects of individual and country characteristics on work-related cultural values*. Best Paper Proceedings, the Academy of Management Annual Meeting, Atlanta, GA.
- Taras, V., & Steel, P. (2006). *Improving Cultural Indices and Rankings Based on a Meta-Analysis of Hofstede's Taxonomy*. Paper presented at the Academy of International Business Annual Meeting, Beijing, China. Best Paper Proceedings/Temple/AIB Best Paper Award Nominee.
- Taras, V. (2003). Social and Economic Effects of Bureaucratization and Institutionalization of Management as a Profession. *Journal of Social Science Research (former ERGO)*, 1(2), 1-21.

### **R&Rs and Under Review**

- Taras, V., Muchinsky, P., Sarala, R. (R&R). *Opposite ends of the same stick: Multi-method test of independence of individualism and collectivism*.
- Merkin, R. S., Taras, V., & Steel, P. (under review). *State-of-the-Art Themes in Cross-Cultural Communication Research: A Meta-Analytic Review*.
- Merkin, R. S., Taras, V., & Steel, P. (under review). *The Impact of Culture on Satisfaction: A Meta-Analytic Review*.
- Taras, V. (under review). *When Benefits Make Sense: Challenges of Non-Monetary Compensation*.

### Other Publications

- Taras, V. (updated regularly since 2005). Culture Survey Catalogue: Original Items, Scoring Keys and Psychometric Properties of 127 Instruments for Measuring Cultural Values and Behaviors. On-line at [http://vtaras.com/Culture\\_Survey\\_Catalogue.pdf](http://vtaras.com/Culture_Survey_Catalogue.pdf)
- Taras, V. (updated regularly since 2005). Acculturation Survey Catalogue: Original Items, Scoring Keys and Psychometric Properties of 53 Instruments for Measuring Acculturation. On-line at [http://ucalgary.ca/~taras/\\_private/Acculturation\\_Survey\\_Catalogue.pdf](http://ucalgary.ca/~taras/_private/Acculturation_Survey_Catalogue.pdf)
- Taras, V. (2008). Integrating immigrants into the workplace takes time. *National Post: Financial Post, Dec 9, 2008 issue*, full text available at <http://www.nationalpost.com/story.html?id=1051967>.
- Taras, V. (2008). *Work-Related Acculturation: Change in Individual Work-Related Cultural Values Following Immigration*. Unpublished doctoral dissertation, University of Calgary, Canada.

### Research in Progress

- Taras, V and collaborators from fifteen countries. (in progress). Antecedents and effects of different forms of distance and diversity on international group dynamics and performance.
- Taras, V. (in progress). Re-clustering cultures: In search for new meaningful cultural borders.
- Taras, V. (in progress). Culture as a consequence or culture's consequences: Probing causality in the Environment-Culture-Practices trio.
- Taras, V., & Steel, P. (in progress). It's in your head: Experimental study of the job outsourcing and immigration biases.
- Taras, V. (in progress) Cross-cultural training and diversity management programs: What works, when, and to what extent?

### Selected Conference Presentations

- Taras, V., Nayir, D. Z., Bryla, P., Ozaki, T., Poor, J., Siddiqui, S. H., Vaiginienė, E. (2011). *Different Forms of Distance in Teams: Antecedents and Consequences*. Paper presented at the Academy of International Business Annual Meeting, Nagoya, Japan.
- Taras, V. (2011). *Country ≠ Culture: In search of More Meaningful Dimensions for Grouping Cultures*. Paper presented at the Rykkio Northeastern Symposium, Tokyo, Japan.
- Fendyur, A., & Taras, V. (2011). *Quantitative predictable capacity of Human Development Index in wireless telephony operations*. Paper presented at the Northeast Decision Sciences Institute Annual Meeting, Montréal, Canada.
- Taras, V., Sarala, R., Muchinsky, P. (2010). *Opposite ends of the same stick: Multi-method test of independence of individualism and collectivism*. Paper presented at the Academy of International Business Annual Meeting, Rio de Janeiro, Brazil.
- Merkin, R. S., Taras, V., & Steel, P. (2010). *The impact of culture on satisfaction: A meta-analytic review*. Paper presented at the Academy of International Business Annual Meeting, Rio de Janeiro, Brazil.
- Merkin, R. S., Taras, V., & Steel, P. (2010). *State-of-the-art themes in cross-cultural communication research: A meta-analytic review*. Paper presented at the Academy of Management Annual Meeting, Montreal, Canada.
- Taras, V., Singh, G. (2010). *Immigrant Value Transition: Change in Cultural Values Following Relocation to a Different Country*. Paper presented at the Academy of Management Annual Meeting, Montreal, Canada.

- Taras, V., Kirkman, B. L., & Steel, P. (2009). *Examining the Impact of Culture's Consequences: A Three-Decade, Multi-Level, Meta-Analytic Review of Hofstede's Cultural Value Dimensions*. Paper presented at the Academy of International Business annual meeting San Diego, CA.
- Taras, V., & Roney, J. Steel, P. (2009). *Work-related acculturation of immigrant employees*. Paper presented at the Academy of International Business Annual Conference, San Diego, CA.
- Taras, V., & Kline, T. J. B. (2009). *Quantifying Item Validity Using the Dm Index*. Paper presented at the Academy of Management Annual Meeting, Chicago, IL.
- Taras, V. (2008). *Work-related acculturation: Change in individual work-related cultural values following immigration*. Paper presented at the Academy of International Business Annual Conference, Milan, Italy.
- Taras, V., & Roney, J. (2008). *Cross-cultural differences in perceptions of justice: Consequences for academia*. Paper presented at the Academy of International Business Annual Conference, Milan, Italy.
- Taras, V., & Roney, J. (2007). *Quantifying Culture: Approaches, Challenges and Suggestions Based On Analysis of 121 Value Measures*. Paper presented at the Academy of Management Annual Meeting, Philadelphia, PA.
- Taras, V., & Steel, P. (2007). *Work-Related Culture: A Multilevel Multivariate Meta-Analysis* Paper presented at the Academy of International Business Annual Meeting, Indianapolis, IN.
- Taras, V., & Roney, J. (2006). *Half a Century of Measuring Culture: Approaches, Challenges, Limitations, and Suggestions Based on the Analysis of 72 Instruments for Quantifying Culture*. Paper presented at the Academy of International Business Annual Conference, Beijing, China.
- Taras, V., & Roney, J. (2006). *How useful are National Averages? Within-Country Variations in Cultural Values in the US*. Paper presented at the Conference of the Administrative Sciences Association of Canada, Banff, Canada.
- Roney, J., Lepene, I., Toffoli, R., & Taras, V. (2006). *National Culture: Reality or Myth?* Paper presented at the Conference of the Administrative Science Association of Canada Annual Conference, Banff, Canada.
- Taras, V. (2006). *Quantifying Survey Construct Validity Using the Dh Index*. Paper presented at the Terry White Research Colloquium Series, Calgary, AB, Canada.
- Taras, V. (2006). *Challenges of Conducting a Meta-Analysis*. Paper presented at the Terry White Research Colloquium Series, Calgary, AB, Canada.
- Taras, V., & Steel, P. (2005). *Cross-Cultural Differences and Dynamics of Cultures over Time: A Meta-Analysis of Hofstede's Taxonomy*. Paper presented at the Academy of Management Conference, Honolulu, HI.
- Taras, V. (2005). *Work-Related Acculturation: Change in Work-Related Cultural Values Following Immigration*. Paper presented at the Academy of International Business Conference/Doctoral Student Consortium, Quebec City, Canada.
- Taras, V. (2005). *New Approach to Acculturation Assessment: Work-Related Acculturation*. Paper presented at the Immigration, Ethnicity and Multiculturalism in Canada Annual Conference, Calgary, Canada.
- Taras, V. (2005). *Differences in Effect of Gender on Individual Cultural Values in Different Countries: A Meta-Analysis*. Paper presented at the Gender Research Symposium, Calgary, Canada.
- Taras, V., & Steel, P. D. (2004). *Cross-Cultural Differences and Predictors of Personal Cultural Values: A Meta-Analysis*. Paper presented at the Immigration, Ethnicity and Multiculturalism in Canada Conference, University of Calgary, Canada.
- Taras, V. (1999). *Causes and Effects of Hyperinflation in Post-Soviet Ukraine*. Paper presented at the Rivne State Technical University Annual Management Conference, Rivne, Ukraine.
- Redlinger, L. J., Huesca-Martin, P., & Taras, V. (2003). *Student Retention at the University of Texas at Dallas. Internal Report*.
- Taras, V. (1999). *Management of International Economic Activities in Small and Medium Businesses Operating in Western Ukraine*. Unpublished bachelor thesis, Rivne State Technical University, Rivne, Ukraine.

## **Awards and Grants**

- Kohler Research Grant, X-Culture International Collaboration Project, \$1,000, 2012.
- Summer Research Scholarship, one stipend for MBA student, \$3,000, 2011
- Undergraduate Summer Research Grant, two stipends for undergraduate students, \$6,000, 2011
- Best Reviewer Award, [International Management Division](#), [Academy of Management](#) Annual Meeting, 2010
- [Haskayne School of Business](#) Research Grant, \$10,000, 2008
- Best Reviewer Award, [International Management Division](#), [Academy of Management](#) Annual Meeting, 2008
- [The Social Sciences and Humanities Research Council of Canada Scholarship](#), \$20,000, 2006/2007
- Best Reviewer Award, [International Management Division](#), [Academy of Management](#) Annual Meeting, 2007
- Graduate Research Scholarship, \$2,500, 2006
- [The Alberta Ukrainian Centennial Research Scholarship](#), \$30,000, 2005-2006, renewed for 2007
- [Canadian Human Resource Planners](#) Research Scholarship, \$2,000, 2005
- HROD Research Grant, University of Calgary, \$6,200, 2004
- Dean's Entry Scholarship, University of Calgary, \$5,000, 2003
- [E. Muskie Freedom Support Act Graduate Fellowship](#) - American Councils for International Education: ACTR/ACCELS, by US Government, appr. \$120,000, 2001-03
- [Karl Duisberg Gesellshaft / Volkswagen AG Fellowship](#), Germany, 2000, appr. \$25,000, 2001
- Project Harmony / Community Connections Fellowship, by the US Government, appr. \$10,000, 1999
- Official honor received from the Minister of Youth and Sports of Ukraine "For active work and contribution to creation and implementation of the State Youth Policy", 1997
- Ridna Schkola Fellowship, Germany, appr. \$35,000, 1993/94

### Invited Presentations, Workshops, Consulting

2011

- Maximizing Performance in Diverse Work Groups, a training session hosted by the Human Resource Services, Professional Development Program, University of North Carolina at Greensboro, NC.

2010

- Conducting Business Effectively in the United States: Differences and Best Practices When Working with Americans, training session for CARTUS International
- Examining the Impact of Culture's Consequences: A Three-Decade, Multi-Level, Meta-Analytic Review of Hofstede's Cultural Value Dimensions, invited presentation, [Texas A&M University](#).

2008

- Challenges and best practices of work in cross-cultural corporate workgroups, a series of professional development workshops for [Jacobs Engineering Group Inc.](#)

2007

- Cross-cultural communication in academic context, professional development workshop for the University of Calgary Residence Services staff.
- Cross-Cultural Team Building, professional development workshop for [YWCA of Calgary](#), training program designer and coach.
- Challenges and Best Strategies of Learning in Cross-Cultural Settings, workshop as a part of orientation for MBA students, [Haskayne School of Business](#), [University of Calgary](#).
- Cross-Cultural Diversity Training for ESL Instructors, staff development consulting program for [Calgary Immigrant Educational Society](#), program designer and coach.
- Diversity Management and Cross-Cultural Workgroup Development, consulting program for [Maple Leaf Academy](#), program designer and coach.
- Challenges and Best Practices of Work in Cross-Cultural Settings, professional development seminar series for [Calgary Board of Education](#), [Chinook Learning Services](#), program designer and coach.

- Cross-Cultural Team Building, professional development consulting project for [Calgary Immigrant Women's Association](#), training program designer and coach.
- Diversity Management and Cross-Cultural Team Building, professional development consulting project for [Calgary Immigrant Educational Society](#), program designer and coach.
- Challenges and Best Practices of Work in Cross-Cultural Settings, professional development consulting project for [Equilibrium International Education Institute](#), program designer and coach.
- Teamwork Effectiveness in Cross-Cultural Settings, professional development consulting project for [Calgary Catholic Immigrant Society](#), program designer and coach.

2006

- Cross-Cultural Workgroup and Diversity Management: Challenges and Best Practices. Seminar organized for HR managers by the [Strategic Capabilities Network](#), Calgary, Canada.
- The Open Compliance and Ethics Group (OCEG), development of Organizational Culture Survey
- American Academy of Pediatrics, development of a cultural competency self-assessment tool

2005

- Immigrant Employees and Change in Work-Related Cultural Values: Consequences for the Workplace. Seminar organized for [Strategic Capabilities Network](#) (former Canadian Human Resource Planners), Calgary, Canada.

## Media

- 2010. PhD Alumnus-Professor Collaboration Gets 'Gold' Publication Status. *Alumni Connections: Haskayne School of Business*, 10(1): 20.
- Up & Coming (interview with Dr. Vas Taras). (2010, Spring). *UNCG Research: Research Scholarship and Creative Activity*.
- Seligson, H. (December 23, 2009). For American Workers in China, a Culture Clash. *New York Times*, <http://www.nytimes.com/2009/12/24/business/global/24chinawork.html>
- Seligson, H. (January 5, 2010). Culture of learning. *The Telegraph*, Calcutta, India, from [http://www.telegraphindia.com/1100105/jsp/jobs/story\\_11942197.jsp](http://www.telegraphindia.com/1100105/jsp/jobs/story_11942197.jsp)
- Yong, L. (December 23, 2009). For American Workers in China, a Culture Clash. *China Digital Times*, from <http://chinadigitaltimes.net/2009/12/for-american-workers-in-china-a-culture-clash>
- Jing, L. (January 4, 2010). Changing views on race – Country faces culture clash as foreign residents increase. *Beijing Today*, from <http://www.beijingtoday.com.cn/?p=16779>
- I., R. G. (December 24, 2009). Neodlučni Kinezi i surovi Amerikanci najbolji saradnici, from [http://www.danas.rs/vesti/svet/globus/neodlucni\\_kinezi\\_i\\_surovi\\_amerikanci\\_najbolji\\_saradnici.12.html?news\\_id=180002](http://www.danas.rs/vesti/svet/globus/neodlucni_kinezi_i_surovi_amerikanci_najbolji_saradnici.12.html?news_id=180002)
- Seligson, H. (Dec 30, 2009). China and the West in the workplace. *Taipei Times*, from <http://www.taipeitimes.com/News/editorials/archives/2009/12/30/2003462158>
- Hin, G. C. (2009). 中国职场的美国文化冲突. *Epoch Times*, from <http://www.epochtimes.com/b5/9/12/26/n2766749.htm>
- Managing Multiculturalism in the Workplace. (2009). *Momentum*, from <http://www.aucc.ca/momentum/en/benefits/cohesive.html>
- [Radio Canada International, RCI](#), overview of Vas Taras' research findings in "Immigrant Culture and Acculturation" program (in Chinese), Dec 17, 08 - audio file available at <http://www.rciviva.ca/rci/ch/dossiers/70598.shtml>
- "Integrating immigrants into the workplace takes time", a report on Vas Taras' research findings in *National Post: Financial Post*, Dec 9, 2008 issue, full text available at <http://www.nationalpost.com/story.html?id=1051967>.
- Interview with [CBC Canada International Radio](#) in program "Work-Related Value Acculturation and Immigrant Employee Management", Sep-16-06

- Interview with [CBC Canada International Radio](#) in program “Canada Today: Foreign Direct Investment and Foreign Takeovers”, Sep-2-06
- Interview with [CBC Canada International Radio](#) in program “Economic Boom In Calgary”, Jun-10-06

#### **Professional Affiliation and Other**

- Editorial Board Member and Reviewer, [International Journal of Cross-Cultural Management](#), since 2008
- Ad-hoc reviewer for the Journal of International Business Studies, Journal of Applied Psychology, Journal of International Management, Journal of Cross-Cultural Psychology, Journal of Research in Personality and others
- Ad-hoc reviewer, discussant and session chair for [Academy of Management](#) (2007, 2008, 2010, 2011 Best Reviewer Awards), [Academy of International Business](#), [Administrative Sciences Association of Canada](#) and others, since 2006
- Membership: [Academy of Management](#) (International Management, Research Methods), [Academy of International Business](#), Administrative Sciences Association of Canada, Canadian Human Resource Planners/Strategic Capability Network
- International experience: High School Germany, BS Ukraine, Master’s USA, PhD Canada
- Languages: English, German, Russian, Ukrainian (native)
- Very strong background in quantitative research methods
- Citizenship: Canada.

*For more information, please visit my webpage at [www.vtaras.com](http://www.vtaras.com)*