

Liena Kano, PhD

Associate Professor
Haskayne School of Business
University of Calgary
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ACADEMIC POSITIONS

McCaig Family Future Fund Professor in International Family Business, July 1, 2021 – present
Associate Professor, July 1, 2018 – present
Assistant Professor, July 1, 2013 – June 30, 2018
Haskayne School of Business, University of Calgary

EDUCATION

Ph.D. in Strategy and Global Management, 2013
Haskayne School of Business, University of Calgary
GPA 4.0 out of 4.0
Dissertation: *Implications of Comparative Institutional Analysis for Firm-Level Strategic Governance*

Master of Business Administration (Dean's list, Beta Gamma Sigma), 2001
University of Calgary
➤ Marketing / Strategy

Bachelor of Arts (with distinction), 1998
University of Russia's Academy of Education, Moscow, Russia
➤ Linguistics and Intercultural Communications

AWARDS

- Dean's Research Scholar Award, 2020, 2021
- Top cited article, Global Strategy Journal, 2018-2019
- Finalist for the Best Paper in International Entrepreneurship Award, European International Business Academy, 2019
- Dean's Research Scholar Award, 2019
- Dean's Outstanding New Scholar Award, 2018
- Best Reviewer Award, Journal of International Business Studies, 2018, 2021
- Best Reviewer Award, Journal of World Business, 2018
- Journal of Management History Best International Paper Award, Academy of Management, 2018
- Best Reviewer Award, Management Organization Review, 2016
- Best Reviewer Award, Academy of International Business annual meeting, 2016
- Finalist for the Best Paper Award, European International Business Academy, 2014
- John F. Mee Award for best contribution to management history research, 2013
- Highly Commended Paper Award, Emerald Literati Network, 2013

RESEARCH INTERESTS

- Microfoundations of international strategic governance
- Family business/family firm internationalization
- Global value chains

REFEREED JOURNAL PUBLICATIONS

- Kano, L.,** Narula, R., & Surdu, I. 2022. Global value chain (re)configuration: A framework to understand the structural and strategic impacts of COVID-19. *California Management Review*, Special Issue: The Future of Value Chains in the Post-Pandemic World, forthcoming.
- Arregle, J._L., Chirico, F., **Kano, L.**, Kundu, S., Majocchi, A., & Schulze, W. 2021. Family firm internationalization: Past research and an agenda for the future. *Journal of International Business Studies*. <https://doi.org/10.1057/s41267-021-00425-2>.
- Kano, L.**, & Ciravegna, L., & Rattalino, F. 2021. The family as a platform for FSA development: Enriching new internalization theory with insights from family firm research. *Journal of international Business Studies*, <https://doi.org/10.1057/s41267-020-00308-y>. **AJG4*, FT50.**
- Kano, L.**, Y Oh, C.H. 2020. Global value chains in the post-COVID world: Governance for reliability. *Journal of Management Studies*, <https://doi.org/10.1111/joms.12626>. **AJG4, FT50.**
- Kano, L.**, Tsang, E., & Young, H.W.C. 2020. Global value chains: A review of multidisciplinary literature. *Journal of international Business Studies*, 51(4): 577-622. **AJG4*, FT50.**
- Ciravegna, L, **Kano, L.**, Rattalino, F., & Verbeke, A. 2020. Corporate diplomacy as a source of family firm longevity. *Entrepreneurship Theory and Practice*, Special Issue: Theories of Family Enterprise, <https://doi.org/10.1177/1042258719838477>. **AJG4, FT50.**
- Kano, L.**, & Verbeke, A. 2019. Theories of the multinational firm: A microfoundational perspective. *Global Strategy Journal*, 9 (Special Issue: Microfoundations of Global Strategy: Role of Leadership and Manager Characteristics): 117-147. **AJG4.**
- Verbeke, A., Yuan, W., & **Kano, L.** 2019. A values-based analysis of bifurcation bias and its impact on family firm internationalization. *Asia Pacific Journal of Management*, <https://doi.org/10.1007/s10490-018-9598-4>. **AJG4.**
- Kano, L.**, & Verbeke, A. 2018. Family firm internationalization: The impact of bifurcation bias. *Global Strategy Journal*, 8 (Special Issue: Family Firms in the Global Economy): 158-183 **AJG3.**
- Kano, L.** 2018. Global value chain governance: A relational perspective. *Journal of International Business Studies*, 49: 684-705. **AJG4*, FT50.**
- Coviello, N., **Kano, L.**, & Leisch, P. 2017. Adapting the Uppsala model to a modern world: Macro-context and micro-foundations. *Journal of international Business Studies*, 48: 1151-1164. **AJG 4*, FT50.**
- Verbeke, A., **Kano, L.**, & Yuan, W. 2016. Inside the regional multinationals: A new value chain perspective on subsidiary capabilities. *International Business Review*, 25(3): 785-793. **AJG3.**
- Verbeke, A., & **Kano, L.** 2016. An internalization theory perspective on the global and regional strategies of multinational enterprises. *Journal of World Business*, 51(1): 83-92. **AJG4.**
- Kano, L.** & Verbeke, A. 2015. The three faces of bounded reliability: Alfred Chandler and micro-foundations of management theory. *California Management Review*, 58(1): 97-122. **FT45 at the time of publication.**
- Verbeke, A., & **Kano, L.** 2015. The internalization theory of MNEs from emerging economies: A business history perspective. *Business History Review*, 89(3): 415-446. **AJG4.**
- Verbeke, A., & **Kano, L.** 2013. A transaction cost economics perspective on trading favours. *Asia*

Pacific Journal of Management, 30(2): 409-431. **AJG3**.

Verbeke, A., & **Kano, L.** 2012. The transaction cost economics theory of the family firm: Family-based human asset specificity and the bifurcation bias. *Entrepreneurship Theory and Practice*, 36(6): 1183-1205. **FT50**.

Verbeke, A., & **Kano, L.** 2012. An internalization theory rationale for MNE regional strategy. *Multinational Business Review*, 20(2): 135-152. **AJG2**.

Verbeke, A., & **Kano, L.** 2010. Transaction cost economics (TCE) and the family firm. *Entrepreneurship Theory and Practice*, 34(6): 1173-1182. **FT50**.

CHAPTERS IN BOOKS

Verbeke, A., **Kano, L.**, & Johnston, A. 2021. The full canvas: Exploring the bright and dark sides of international business strategy. In *The handbook for international business*, Merchant, H. (Ed.), Springer, forthcoming.

Kano, L., Verbeke, A., & Johnston, A. 2021. Internationalization decisions in family firms: The impact of bifurcation bias. In *The Palgrave handbook of family firm internationalization*, Leppäaho, T. & Jack, S. (Eds.), 3-36, Palgrave Macmillan.

Kano, L., Verbeke, A., & Ciravegna, L. 2021. Internationalization of family firms: When is a managerial focus on socio-emotional wealth effective? In K., Mellahi, K. Meyer, R. Narula, I. Surdu, & A. Verbeke (Eds.), *The Oxford handbook of international business strategy*, 208-231. Oxford, UK: Oxford University Press, Oxford, UK.

Falkenberg, L., Liu, Xiaoyu, **Kano, L.**, & Shaefer, R. 2019. A differentiated model of footprint mitigation: Aligning footprints, activities and stakeholders. In A. Lindgreen, F. Maon, J. Vanhamme, B. Florencio, C. Strong, & C. Vallaster (Eds.), *A relational approach to stakeholder engagement*, forthcoming. Aldershot, UK: Gower Publishing.

Kano, L., Van Tulder, R. Verbeke, A. 2016. Third world multinationals – then and now. In R. van Tulder, A. Verbeke and M.A. Gonzales-Peres (Eds.), *Progress in International Business Research, Volume #11*, 17-40. Bingley, UK: Emerald Group Publishing.

Kano, L., Verbeke, A. & Drake, C. 2015. The multinational head office as a joint value orchestrator: Managing the global factory. In R. van Tulder, A. Verbeke and R. Drogendijk (Eds.), *Progress in International Business Research, Volume #10: The Future of Global Organizing*, 315-340. Bingley, UK: Emerald Group Publishing.

Verbeke, A., & **Kano, L.** 2013. Internalization theory as the general theory of international strategic management. In C.R. Thomas and W.F. Shughart II (Eds.), *Oxford Handbook of Managerial Economics*, 325-353. Oxford: Oxford University Press.

SUBMITTED MANUSCRIPTS UNDER REVIEW

Calabro, A., Chrisman, J., & **Kano, L.** (in progress). Family firms in the post-pandemic global economy. Status: minor revision in *Journal of International Business Studies*.

REFEREED CONFERENCE PROCEEDINGS

Verbeke, A., Yuan, W., & Kano, L. 2018. A values-based analysis of bifurcation bias and its impact on family firm internationalization. European International Business Academy, Poznan, Poland.

- Kano, L., & Ciravegna, L. 2018. Dynamics of entrepreneurial internationalization: An integrative framework. Academy of Management annual specialized conference, Tel Aviv, Israel.
- Ciravegna, L, Kano, L., & Rattalino, F. 2018. Overcoming bifurcation bias and achieving family firm longevity: 700 years of Frescobaldi. Academy of Management annual meeting, Chicago, USA.
- Kano, L., & Ciravegna, L, & Rattalino, F. 2017. New internalization theory and family firm governance. European International Business Academy, Milan, Italy.
- Kano, L., & Ciravegna, L, & Rattalino, F. 2017. New internalization theory and family firm governance. Academy of International Business annual meeting, Dubai, UAE.
- Kano, L., & Verbeke, A. 2017. Theories of the multinational firm: A microfoundational perspective. Academy of International Business, U.K. & Ireland Chapter, Reading, U.K.
- Kano, L., & Verbeke, A. 2016. Theories of the multinational firm: A microfoundational perspective. European International Business Academy, Vienna, Austria.
- Kano, L., & Ciravegna, L. 2016. Internationalization from a process perspective: A case of Italian family firms. Strategic Management Society annual meeting, Berlin, Germany.
- Kano, L., & Verbeke, A. 2016. Family firm internationalization: The impact of bifurcation bias. Academy of International Business annual meeting, New Orleans, LA.
- Verbeke, A., Kano, L., & Yuan, W. 2015. Inside the regional multinationals: A new value chain perspective on subsidiary capabilities. European International Business Academy, Rio de Janeiro, Brazil.
- Kano, L., & Verbeke, A. 2015. Reconceptualizing the global factory: An asymmetrical network perspective. Academy of International Business annual meeting, Bangalore, India.
- Kano, L., & Verbeke, A. 2014. From the global factory to the asymmetrical network organization. European International Business Academy, Uppsala, Sweden. Paper was nominated for Danny Van Den Bulcke Prize for the best overall international business paper.
- Kano, L., Falkenberg, L., & Verbeke, A. 2014. An unintended crisis: Bounded reliability and corporate sustainability. Academy of Management annual meeting, Philadelphia, PA.
- Verbeke, A., & Kano, L. 2013. What can we learn from studying emerging economy multinationals? Academy of International Business special meeting, Moscow, Russia.
- Kano, L. 2013. Transaction costs and the rise of the modern corporation: Revisiting the nature of man in Alfred Chandler's oeuvre. Academy of Management annual meeting, Orlando, FL. Paper won divisional award for the best contribution to the field.
- Verbeke, A., & Kano, L. 2012. A transaction cost economics perspective on trading favours. Academy of Management annual meeting (All Academy Symposium), Boston, MA.
- Verbeke, A., & Kano, L. 2012. No new theory needed to study emerging economy multinationals. Academy of International Business annual meeting, Washington, DC.

SPECIAL ISSUE EDITORSHIP

Arregle, J. L., Calabro, A., Hitt, M., & **Kano, L.** (Special Issue editors). Family business and international business: Breaking silos and establishing a rigorous way forward. Status: proposal for a special issue accepted in the *Journal of World Business*. Tentative publication target: 2022.

SELECT REFEREED CONFERENCE PRESENTATIONS

Kano, L. 2019. Globalization and de-globalization: The role of managerial governance in global value chains. Academy of International Business annual meeting, Copenhagen, Denmark.

Kano, L., Tsang, E., & Young, H.W.C. 2019. Global value chains: A review of multidisciplinary literature. Academy of International Business – Canada Chapter annual meeting, Toronto, Canada.

Kano, L. 2018. Firm-specific assets and emerging market multinationals. Academy of International Business annual meeting, Minneapolis, USA.

Kano, L. 2018. Microfoundations of global value chains. Academy of International Business annual meeting, Minneapolis, USA.

Kano, L. 2017. Bounded reliability as a determinant of managerial behaviour. Academy of International Business annual meeting, Dubai, UAE.

Zeng, R., Groggaard, B., & Kano, L. 2017. Entrepreneurial deficits in MNE subsidiaries: Opening the black box. Strategic Management Society Special Conference, Banff, AB, Canada.

Kano, L., & Beleska-Spasova, E. 2017. Inside the global value chain: A dynamic capabilities perspective. Strategic Management Society Special Conference, Banff, AB, Canada.

Verbeke, A., & Kano, L. 2016. The strategic significance of regional multinationals. Academy of International Business U.K. Conference, Manchester, U.K.

Verbeke, A., & Kano, L. 2016. Invited commentary on family firm governance research. Theories of Family Enterprise conference, Edmonton, AB, Canada.

Kano, L., & Verbeke, A. 2015. Micro-foundations in entrepreneurial management research: Insights from Alfred Chandler. Keynote presentation, Atlanta Competitive Advantage Conference, Atlanta, GA.

Verbeke, A., & Kano, L. 2011. The transaction cost economics theory of the family firm. Theories of the Family Enterprise Conference, Koblenz, Germany (paper presented by Dr. A. Verbeke, coauthor).

Verbeke, A., & Kano, L. 2012. No new theory needed to study emerging economy multinationals. Administrative Sciences Association of Canada conference, St. John's, NL.

Kano, L. 2013. Transaction costs and the rise of the modern corporation: Revisiting the nature of man in Alfred Chandler's oeuvre. Administrative Sciences Association of Canada conference, Calgary, AB.

Kano, L., & Verbeke, A. 2014. Uncovering Alfred Chandler's hidden contribution to strategic management theory: The multiple facets of bounded reliability. Strategic Management Society special conference, Copenhagen, Denmark.

Kano, L., & Verbeke, A. 2014. Family firm internationalization: Essence of decision. Academy of International Business annual meeting, Vancouver, Canada.

Kano, L., Falkenberg, L., & Verbeke, A. 2014. Strategic governance for sustainability. Strategic Management Society annual conference, Madrid, Spain.

INVITED PRESENTATIONS AND WORKSHOPS

Kano, L. 2020. Global value chains. Journal of International Business Studies/Journal of International Business Policy webinar.

Kano, L. 2019. Global value chains. Research Seminar, Simon Fraser University, Vancouver, Canada.

Kano, L. 2019. The role of family in family business. Expert panel, Strategic Management Society annual conference extension on family business. Minneapolis, USA.

Kano, L. 2019. Publishing conceptual and qualitative studies. PhD Seminar, King's College London, London, U.K.

Kano, L. 2018. Digitization and global value chains. Showcase Panel, Special Conference, Strategic Management Society, Oslo, Norway.

Ciravegna, L., Kano, L., Rattalino, F., & Verbeke, A. 2018. Overcoming bifurcation bias and achieving family firm longevity: 700 years of Frescobaldi. Theories of Family Enterprise conference, Edmonton, AB, Canada.

Kano, L. 2017. Theories of the Multinational Enterprise. Seminar, BI Norwegian Business School, Oslo, Norway.

Kano, L. 2017. Family Firm Internationalization. Seminar, Henley School of Business, Reading, U.K.

Kano, L. 2016. Opening plenary: The future of 'The Future of the Multinational Enterprise.' European International Business Academy, Vienna, Austria.

WORK IN PROGRESS

Kano, L., Li, J., Shams, R., Vrontis, D., & Petersen, B. (in progress). SMEs in global value chains. An invited Perspectives article for submission to the *Journal of International Business Studies*. Status: preparing first draft.

Ciravegna, L., Kano, L., & Rattalino, F. (in progress). A resilient family firm: 700 years of Frescobaldi. For submission to the *Global Strategy Journal*. Status: finalizing manuscript.

Li, W., Li, X., Chua, J., Verbeke, A., & Kano, L. A values-based perspective on bifurcation bias: An empirical test. Status: Designed questionnaire, identified respondents; survey to go out during Winter/Spring, 2020.

Kano, L., Verbeke, A., & Falkenberg, L. (in progress). An unintended crisis: Bounded reliability and corporate sustainability. For submission to *Journal of Management Studies*. Status: finalizing manuscript.

Kano, L., & Beleska-Spasova, E. (in progress). Adapting the flagship network model to the digital environment. For submission to *Journal of International Business Studies*. Status: collecting data.

Verbeke, A., & Kano, L., Hillemann, J., & Osiyevskyy, O. (in progress). *International business: Essence of decision*. Invited book for "Elgar Advanced Introductions" series, Edward Elgar Publishing. Status: editing final draft.

Verbeke, A., Kano, L., & Rondi, E. (in progress). Family firm succession: A microfoundations perspective. For submission to *Entrepreneurship Theory and Practice*. Status: preparing first draft.

Zeng, R., Groggaard, B., & Kano, L. (in progress). Entrepreneurial deficits in MNE subsidiaries: Opening the black box. For submission to the *Journal of International Business Studies*. Status:

preparing first draft.

TEACHING ACTIVITY

Instructor/Assistant/Associate Professor, Fall 2012 – present

Haskayne School of Business, University of Calgary

- SGMA 591: Strategic Management (B.Comm.)
- SGMA 577: International Strategic Management (B. Comm.)
- SGMA 579: Coordinating Global Business (B. Comm.)
- SGMA 589: Field Investigation in International Business (B. Comm.)
- SGMA 795: Strategic Management II (MBA/Executive MBA)
- MGST 751: Major Project (Executive MBA)
- MGST4090: Management Policy and Strategy (B.Comm., University of Lethbridge)

Course Coordinator, Fall 2014 – 2019

Haskayne School of Business, University of Calgary

- SGMA 591: Strategic Management (B.Comm.)

Average teaching evaluations out of 7 across all courses taught: 6.57

EXTERNAL FUNDING

- SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL OF CANADA (SSHRC) Insight Development Grant. 2016-2019, \$75,000.

FELLOWSHIPS/VISITING PROFESSORSHIPS

- Alan M. Rugman Visiting Fellow, 2016-2017, Henley Business School, University of Reading, England

ACADEMIC SERVICE AND AFFILIATIONS

Leadership

- Executive Committee Member, Academy of International Business Canada Chapter, 2019–present
- Chair for the Global Strategy Interest Group of the Strategic Management Society, 2018 – 2019
- Program Chair for the Global Strategy Interest Group of the Strategic Management Society, 2017 – 2018
- Associate Program Chair for the Global Strategy Interest Group of the Strategic Management Society, December 2016 – 2017
- Representative at Large for the Global Strategy Interest Group of the Strategic Management Society, 2014 – 2016
- Founding committee member, Academy of International Business Special Interest Group on methodology in international business research, June 2015 – 2018
- Communications Committee member, Academy of Management International Management Division, August 2015 – 2017

Administrative service

- Area Chair, Strategy and Global Management, Haskayne School of Business, 2019 – present

Editorial Review Boards

- Global Strategy Journal, 2017 – present
- Journal of International Business Studies, 2016 – present
- Multinational Business Review, 2016 – present

- Journal of World Business, 2015 – present
- Management Organization Review, 2013 – present

Editorial service

- Guest editor, Journal of International Business Studies

Ad-hoc reviewing

- Academy of Management Review
- Asia Pacific Journal of Management
- Human Relations
- Journal of Business Research
- Journal of Business Venturing
- Journal of International Management
- Journal of Management Studies
- Long Range Planning
- Strategic Management Journal

Membership in professional associations

- Academy of International Business
- Academy of Management
- Strategic Management Society
- European International Business Academy

PROFESSIONAL EXPERIENCE***Credit Union Central Alberta Ltd. (Alberta Central)***

- Assistant Vice President, Strategy & Communications, 2008 – 2009
- Manager, Strategy & Research, 2007 – 2008
- Senior Strategic Planning Analyst, 2004 – 2007
- Strategic Planning Analyst, 2002 – 2004

Moveitonline Inc.

- Strategy Analyst, 2001 -2002

Hurricane Hydrocarbons Ltd.

- Human Resources Analyst, 1998

Medical Services International Ltd.

- Office Manager, 1997 – 1998

KomiArcticOil JSC

- Travel Advisor, 1994 – 1997