



Dr Marina ISKHAKOVA

Senior Lecturer

Research School of Economics,

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CAREER

Program Manager and Senior Lecturer

Research School of Economics, CBE, ANU

(November 2019 - present) Senior Lecturer

(July 2016 – November 2019) Lecturer

The key responsibility is supporting RSE main teaching programs (UG and PG), RSE Students Australian Public Service Engagement initiatives, compliance with CBE and ANU requirements, increasing an efficiency of the internal processes and quality of offered teaching programs. Lecturing in Managerial Economics. Academic Co-Convener in Global Business Immersion course. Research in the field of Cross-Cultural Management.

- RSE Representative at CBE Education Committee (2016 – current) and RSE Teaching & Learning Committee;
- MomentuM Program Leader from RSE;
- Cross-Cultural Competence workshops for CBE, RSE and ANU Global Programs;
- Chair of RSE Student Experience, Engagement and Recruitment Committee (SEER);
- RSE Head of Australian Public Sector Students Engagement Program.

Lecturer and Program Coordinator (Management).

Curtin University, Sydney Campus, Australia, (June 2014 – July 2016)

Responsible for coordination of 2 years Master of Project Management program in Sydney Campus (10 Lecturers and 300 international students), and all associated activities, conducting interviews with sessional teaching staff, Blackboard/Moodle support, Plagiarism detection, work with appeals, complaints, internship consultations, organization of industry events, invitation of industry guest speakers.

Development of Cross-Cultural Workshops and delivery as a mandatory part of University Orientation program. A member of Academic team, Board of Examiners and Orientation committee. Conducting research on Cross-Cultural Intelligence.

Lecturer, International College of Management Sydney (ICMS)

Sydney, Australia, (February 2011 – June 2014)

Courses taught: Human Resource Management, Asian Business Studies, Business Research Methods and Cross-Cultural Management for undergraduate students. Development and delivering of new courses. Design and implementation of Cross-Cultural Leadership teambuilding programs for international students at Bachelor Programs. Engagement with industry. Conducting research in the field of Cross-Cultural Management.

Tutor, University of New South Wales, UNSW Business School, Sydney, Australia

July 2011 – February 2012 (part-time position)

Course taught: Managing Across Cultures (200 UG students).

HR Consultant/Researcher, Ward Howell, Talent Equity Institute, Norway – Russia

June 2008 – June 2009

Working as a Strategic HR Consultant/Researcher. Strategic consultancy for transferring management practices from DnB NOR HQ (the leading Norwegian bank) to their subsidiary bank DnB NOR Monchebank in Russia. HR audit and organizational structure optimization.

CEO and Founder of Start-Up Adventure Races, Russia, St. Petersburg

August 2004 – August 2007

Corporate HR training projects, indoor/outdoor HR projects, Teambuilding, Leadership workshops. Successful delivery of more than 100 corporate workshops with the total revenue over USD 2mIn over 4 years by a team of 6 employees. Shaping the market, defining the teambuilding practices and traditions in Russia.

Research Associate, Stockholm School of Economics in Russia, St. Petersburg

September 1999 – May 2004

Working on the International HRM Research Projects “Comparative analyses of Russia, Sweden, USA, Finland and China” under supervision of Prof. Carl Fey.

EDUCATION

MBA (Master of Business Administration)

2007 – 2008, Norwegian School of Management BI, Norway, Oslo

MBA program with focus on Strategic Leadership and Emerging Economies (studying in Norway and at Fudan University, Shanghai, China).

PhD in Human Resource Management

2000 – 2004, Graduate School of Management, St. Petersburg State University, Russia. Thesis topic “Concept of Telework as new form of Human Resource Management in traditional and virtual organisations in Russia”.

MSc in Mathematical Economics

1995 – 2000, Economic Department, St. Petersburg State University, Russia

TEACHING (Award-Winning Educator)

Nomination for Australian Award of University Teaching 2020

ANU Vice-Chancellor’s Teaching Excellence Award 2019,

ANU CBE Teaching Excellence Award 2018,

Fellow of Higher Education Academy (FHEA), since 2018.

Since 2011 I have taught 25 semesters of classes with class sizes ranging from 20 to 100 students, contributing to the education of more than 4000 students from more than 30 different cultural backgrounds in UG/PG programs in Australia.

ANU (2016 – 2020):

ECON2014/ECON6014 Managerial Economics Semester 1, 2020 (ZOOM Delivery)

ECON2014/ECON6014 Managerial Economics Semester 1, 2019

ECON2014/ECON6014 Managerial Economics Semester 1, 2018

ECON2014/ECON6014 Managerial Economics Semester 1, 2017

CBEA3066 CBE Global Business Immersion Program, Russia (St. Petersburg), Winter Semester 2019

CBEA3066 CBE Global Business Immersion Program, UAE (Dubai), Summer Semester 2018

CBEA3066 CBE Global Business Immersion Program, Russia (Moscow & St. Petersburg), Winter Semester 2017

Curtin University, Sydney (2014- 2016):

HRM2001 International Human Resource Management,

IHRM3012 Human Resource Management Introduction,

BUSN2005 Culture and Ethics in Business,

GSOM6005 Organizational Behavior,

PROJ6010 Project and People,

International College of Management, Sydney (ICMS) (2011-2014):

BBA340 Cross-Cultural Management,
BBA320 Asian Business Studies,
BPR350 Business Research Project,
BBA640 Cross-Cultural Management,
MGT650 Managing Across Cultures.

UNSW, Sydney (2012 -2014): Tutor

MGMT2102 Managing Across Cultures.

CROSS – CULTURAL DEVELOPMENT WORKSHOPS (delivered at ANU – more than 20 workshops)

2020 (3)

July, **RSE Orientation** for commencing UG/PG Students
February, **RSE Orientation** for commencing UG/PG Students
February, **RSE Tutors Orientation**

2019 (7)

August, **RSE Orientation** workshop for commencing UG/PG Students
June, **ANU Global Programs Team**,
May, ANU Global Programs, Outbound Students, **Focus US**
May, ANU Global Programs, Outbound Students, **Focus Europe**
May, ANU Global Programs, Outbound Students, **Focus Asia**
February, RSE Tutors & February, **RSE Orientation** for commencing UG/PG Students

2018 (13)

October, ANU Global Programs, Outbound Students, **Focus US**
October, ANU Global Programs, Outbound Students, **Focus Europe**
October, ANU Global Programs, Outbound Students, **Focus Asia**
August, ANU SECD Team (**Students Experience and Career Development Team**)
May ANU Global Programs, Outbound Students, **Focus US**
May, ANU Global Programs, Outbound Students, **Focus Europe**
May, ANU Global Programs, Outbound Students, **Focus Asia**
May, ANU Global Programs, Outbound Students, CBE Exchange, **Focus Asia**
April, ANU Global Programs, **Inbound Awards Students**
March, **ANU Global Programs Team**
February, ANU Global Programs, **Inbound Students**
February, RSE Tutors & February, **CBE Staff Development Day**

2017 (1) November, **ANU CBE MomentuM Program**

PUBLISHED ARTICLES:

1. Iskhakova, M. and Ott, D. 2020, Working in culturally diverse teams: Team-level cultural intelligence (CQ) development and team performance, *Journal of International Education in Business*, 13(1): 37-54.
Ranking: C (ABDC 2019)

2. Ott, D. & Iskhakova, M. 2019, The meaning of international experience (IE) for the development of cultural intelligence (CQ): A Review and Critique, *Critical Perspectives on International Business*, 15(4): 390-407.
Journal Ranking: B (ABDC 2019)

3. Ott, D & Iskhakova, M. 2019, The Meaning of International Experience (IE) for the Development of Cultural Intelligence (CQ), *Academy of Management Proceedings*, 2019 (1), 14184.

4. Iskhakova, M. 2018, Does Cross-cultural Competence Matter when Going Global: Cultural Intelligence and Its Impact on Performance of International Students in Australia, *Journal of Intercultural Communication Research*, 47 (2): 121-140. *Journal Ranking: D (ABDC 2019)*

Working Papers:

5. Iskhakova, M., Bradly, A., Whiting, B. & Lu, V. (forthcoming) *The Role of Destination and International Experience (IE) in Cultural Intelligence (CQ) Development during Short-Term Study Abroad Programs*, submitted to *Studies in Higher Education* (A), August 2020

6. Iskhakova, M. & Bradly, A. (forthcoming) *Short-Term Study Abroad Research: 2000-2019* submitted to *Journal of Management Education* (B), August 2020

7. Ott, D & Iskhakova, M. (forthcoming) *International experience (IE): Bibliometric Analysis and Critical Review*, submitted to *International Business Review*, September 2020

8. Iskhakova, M. & Kosheleva, S. (forthcoming) *Global vs Local Careers: The role of CQ. Case of Australia and Russia. Writing in progress*, *German Journal of HRM*, *Journal Ranking: B (ABDC 2019)* expected submission, December 2020

9. Ott, D., Iskhakova, M. & Bradly, A. *Transformative International Experience: Learning Journals journey*, writing in progress, *Academy of Management Learning*, *Journal Ranking: A (ABDC 2019)* expected submission, December 2021

10. Iskhakova, M., Bradly, A., Whiting, B. & Lu, V. *Cultural Distance and Cultural Intelligence: the case of Short-Term Study Abroad*, *International Journal of Intercultural Relations*, *Journal Ranking: A (ABDC 2019)* Expected submission: June 2021

11. Iskhakov F. & Iskhakova, M. *Bibliometric Analysis of Economic Dynamic Structural Models*, *Journal of Economic Literature*, *Journal Ranking: A (ABDC 2019)* Expected submission: June 2022

Published Books and Chapters:

Iskhakova, M. & Kosheleva S. 2007, *HRM Practices in Virtual Companies in Russia*, In: *Human Resources Management in Russia*. Eds.: M.E. Domsch, T. Lidokhover. Ashgate Publishing Group, Contemporary Employment Relations series.

Iskhakova, M. 2010, *Teambuilding Industry in Russia: An Individual and an Organisational Potential*, 256p, monography, Publishing House Rech, St. Petersburg (in Russian).

Published articles in Russian:

Iskhakova, M. (Libo, M.) & Kosheleva S.V, 2004, Telework as a new Human Resource Management Form in Virtual Organizations in Russia, *Vestnik of St Petersburg State University, Management*, #3, St. Petersburg, (in Russian).

Book in Progress

Iskhakova M. (forthcoming) **Global Educator:** Best strategies, practices and exercises for teaching in a Global Classroom.

CONFERENCE PRESENTATIONS

1. Iskhakova, M., Bradly, A., Whiting, B. & Lu, V. 2020. *The Role of Destination and pre-International Experience (IE) in Cultural Intelligence (CQ) Development during Short-Term Study Abroad Programs*, ANZIBA2020, (Australian and New Zealand International Business Academy 2020), Sydney.

2. Iskhakova, M. and Ott, D. 2020, *Working in culturally diverse teams: Team-level cultural intelligence (CQ) development and team performance*, ANZIBA2020, (Australian and New Zealand International Business Academy 2020), Sydney.

3. Ott, D & Iskhakova, M. 2019 *The meaning of international experience (IE) for the development of cultural intelligence (CQ)*, AOM2019, (Academy of Management, Boston) accepted, to be presented 8-10th August 2019.

4. Ott, D & Iskhakova, M. 2019 *Moving Research from International Experience to Cultural Exposure: A review and conceptual clarification*, ANZIBA2019, (Australian and New Zealand International Business Academy 2019), Perth.

5. Iskhakova, M. 2018 *The Role of Cultural Exposure at Pre-Study Period in Cultural Intelligence development: Exploratory Study of International Students*. ANZAM 2018, (Australian and New Zealand Academy of Management 2018), Auckland.

6. Iskhakova, M. 2018 *Study of CQ and International Experience and its Impact on Academic Performance of International students in Australia*. ANZIBA 2018, (Australian and New Zealand International Business Academy 2018), Brisbane.

7. Iskhakova, M. 2017 *Does Cross-Cultural Competence Matter when Going Global: Study of CQ of International students in Australia*. ANZAM 2017, (Australian and New Zealand Academy of Management 2017), Melbourne.

8. Iskhakova, M. 2017 *Does Cross-Cultural Competence Matter: Study of Cross-Cultural Intelligence and its Impact on Social Adjustment and Academic Performance of International students in Sydney*. ANZIBA 2017, (Australian and New Zealand International Business Academy 2017), Adelaide.

GRANTS (ANU, 2016 – present)

Department of Education and Training, 2019 Endeavour Mobility funding, Global Business Immersion Russia, 10 Endeavour Short-Term Mobility Grants for CBE students, AUD\$25,000

Department of Education and Training, 2018 Endeavour Mobility funding, Global Business Immersion Russia, 10 Endeavour Short-Term Mobility Grants for CBE students, AUD\$25,000

Research School Grants (RSG) 2016-17, 2017 -2018 Global Academic Research Teams effectiveness: studying Cross-Cultural Competence and its impact on global academic research teams performance project, AUD\$3,500

CBE Research Grant (Middle Career Researchers) 2019-2020 International Experience: Bibliometric Analysis, AUD\$8,500

STUDENTS SUPERVISION (ANU, 2016 – present)

1. Chris Seyrl, RSM, doctoral thesis, Panel Member with AP Sarbari Bordia and Dr Andrew Bradly (since 2018)

2. Ruby Lee, Academic Supervisor, ANU CBE Internships Projects (S2, 2018)

3. Erin Boyling, Academic Supervisor, ANU CBE Internships Projects (S2, 2018)

4. Jonathan Hickson, Academic Supervisor, ANU CBE Internships Projects (S1, 2019)

5. Jack O'Brien, Academic Supervisor, ANU CBE Internships Projects (S1, 2019)

6. Edith Fordice-Crocker, Academic Supervisor, ANU CBE Internships Projects (S2, 2019)

7. Pirah Mukhtiar, Academic Supervisor, ANU CBE Internships Projects (S2, 2019)

8. Skye Wei Hu, Academic Supervisor, ANU CBE Internships Projects (S2, 2019)

9. Xiaoyun Li, Academic Supervisor, ANU CBE Internships Projects (S2, 2020)

RESEARCH SERVICE:

Refereeing for Journals: *Journal of Intercultural Communication Research, Journal of International Education in Business, Journal of Teaching in International Business, Review of International Business Strategy;*

International Journal of Intercultural Relations, Journal of Business Research, Journal of Management Education, International Business Review, Studies in Higher Education.

Refereeing for Conferences: Academy of Management (AOM), Academy of International Business (AIB), Academy of International Business Oceania Chapter (AIB Oceania), Australian and New Zealand Academy of Management (ANZAM), Australian and New Zealand International Business Academy (ANZIBA).

RSE AUSTRALIAN PUBLIC SECTOR (APS) ENGAGEMENT PROGRAM, since 2018

Department of Industry, Innovation and Science (**DIIS**), March (done); Department of the Prime Minister and Cabinet (**PM&C**), May (done); Australian Bureau of Statistics (**ABS**), August (forthcoming); Department of Foreign Affairs and Trade (**DFAT**), September (forthcoming); **The Treasury**, October (forthcoming).

PROFESSIONAL SERVICE

Member of College of Business and Economics Education Committee (CBE EC);
Chair of RSE Student Experience, Engagement and Recruitment Committee (SEER); RSE Head of Australian Public Sector (APS) Students Engagement Program 2019; Cross-Cultural Competence workshops for ANU Inbound and Outbound students with ANU Global; Programs (more than 30 workshops delivered);
RSE Orientation Programs (Cross-Cultural Workshops for Students and new RSE Tutors);
CBE Staff Development day Cultural Skills developmental workshops; CBE Momentum Leader from RSE.

PROFESSIONAL AFFILIATIONS:

Fellow of Higher Education Academy (FHEA) since 2018. Academy of International Business, Australian & New Zealand Academy of Management; Australian & New Zealand International Business Academy; Sydney Facilitators Network, since 2010; BI Norwegian School of Management Alumni, Norway; St. Petersburg State University Alumni, since 2004.

ENTERPRENEURSHIP

Founder of Cross-Cultural Consultancy **Orange Cultures**

December 2013 - present www.orangecultures.com.au Director of a dynamic Cross-Cultural Consultancy Orange Cultures. The Mission: To equip people, companies, educational institutions and government with effective strategies to deal with different cultures. Design, development and delivery of cross-cultural workshops for corporate clients, Government, Educators and cross-cultural coaching for individuals.

LEADERSHIP AND BEYOND CLASSROOM

2016 - Present; ACT Mountain Bike Orienteering Coordinator

2011 - Present Member of Australian National Mountain Bike Orienteering Masters Team, W40 Class.

2000 - Navigator of the first Russian Team at the Expedition Race ECO-Challenge, 500km in the jungles of Borneo

1997 - 2001 Russian National Orienteering Team, participant of World Orienteering Championships

PERSONAL INFORMATION: **Citizenship:** Russia, Australia **Family Status:** Married, has 2 daughters 8yo & 11yo.
Languages: Russian (native), English (fluent), Norwegian (basic).