MARSHALL LANGER University Professor

Rome

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TEACHING EXPERIENCE (1) (2)

UNIVERSITY TEACHING⁽³⁾

SERBIA

ROME BUSINESS SCHC Adjunct Professor	OOL		Belgrade, Serbia November 2022
Course	Level	Frequency	Semester(s)
Finance	MBA	3-day	2022

VIETNAM

TRA VINH UNIVERSITY Visiting Lecturer			Tra Vinh, Vietnam Summer 2022
Course	Level	Frequency	Semester(s)
Economics	Bachelor	One day	2022
Finance	Bachelor	One day	2022

CHINA

IAUSS	Beijing, China (remote)
Adjunct Professor	2021-Present

Course	Level	Frequency	Semester(s)
Marketing Metrics	Bachelor	Weekly recorded	2022
Organizational Behavior	Bachelor	Weekly recorded	2022
Human Resource Management	Bachelor	Weekly recorded	2022
Global Business Strategy and Management	Bachelor	Weekly recorded	2022
Asian-Australia Trade	Bachelor	Weekly recorded	2021
Microeconomics	Bachelor	Weekly recorded	2021
MINZU UNIVERSITY (ONPS)		Bei	jing, China (remote)
Adjunct Professor			2020
Course	Level	Frequency	Semester(s)
Principles of Management	Bachelor	Twice weekly	Su20
Strategic Management	Bachelor	Twice weekly	Su20

⁽¹⁾ Most of the Spring 2020 classes at CEA, LUISS, AUR, Loyola, SSM were taught almost exclusively online using synchronous Zoom after students returned to USA due to the Coronavirus pandemic. Numerous RBS courses have always been taught online.

⁽²⁾ Teacher ratings consistently rank in the 90th percentile

⁽³⁾ Under "Level" heading LD designates Lower Division course (generally students of Freshman or Sophomore standing); UD designates Upper Division course (generally students of Junior or Senior standing).

<u>CHINA – CONT'D</u>

NORTHWEST MISSOURI STATE CHINA PROGRAM (ONPS) Adjunct Professor

Shanghai, China (remote) 2020-2021

Aujunci i roicssoi			2020-2021
Course	Level	Frequency	Semester(s)
Principles of Marketing	Bachelor	Twice weekly	Su20, Su21
UESTC UNIVERSITY (ONPS) Adjunct Professor			Chengdu, China 2019
Course	Level	Frequency	Semester(s)
Financial Management	Bachelor	Daily	Su19
Applied Corporate Finance	Bachelor	Daily	Su19
ITALY			
EUROPEAN UNIVERSITY OF I Adjunct Professor	ROME		Rome, Italy 2023
Course	Level	Frequency	Semester(s)
Marketing Management	Bachelor	Thrice weekly	Fa23
M&A	Master	Twice weekly	Fa23
TOR VERGATA UNIVERSITY Adjunct Professor			Rome, Italy 2017
Course	Level	Frequency	Semester(s)
Diversity & Cross Cultural Management	Bachelor	Short course	Sp17, Fa17
ROME BUSINESS SCHOOL (RI Adjunct Professor	3 \$)		Rome, Italy 2016 – Present
Courses	Level (4)	Frequency	Semester(s)
Principles of Marketing	MBA – Core	2 meetings	Fa16
Mergers and Acquisitions	MBA – Elective	2 meetings	Fal6
Investment Analysis	MBA – Elective	2 meetings	Fa16
Economics	MBA – Core	2 meetings	Fa17
Finance	MA/MBA	Several	Fa18 - present
Human Resource Management	MBA – Core MA – Executive	2 meetings	Fal8 Fal6 present
Human Resource Management	MA – Executive MA – Full Time	4 meetings	Fa16 – present Fa16 – present
Human Resource Management	MA - Executive	3 meetings 2 meetings	Fa10 = present Fa16 = present
Marketing Communication Marketing Communication	MA – Professional	4 meetings	Fal6 – present Fal6 - present
Tourism and Sport Management	MA – Full Time	Periodic	Fa18 – present
Food and Agribusiness Management	MA – Full Time	Periodic	Fa18 – present Fa18 – present
Fashion Management	MA – Full Time	Periodic	Fal8 – present
Excel Courses	MA – Full Time	Periodic	Fa18 – present
Data Science (analysis/visualization)	MA – Full Time	Multiple	Sp21 - present
Decision Making	MA – Full Time	Periodic	Fa18 – present
Communication	MA – Full Time	Periodic	Fal8 – present
Supply Chain Course	MA – Full Time MA – Full Time	Periodic	Fa18 – present Fa18 – present
Business and Market Research	MA – Full Tillle	Periodic	Faio – pieseni
CEA STUDY ABROAD, ROME Adjunct Professor	CENTER		Rome, Italy 2018 – Present
Course	Level	Frequency	Semester(s)
Diversity & Cross Cultural Management	Undergrad – UD	Weekly	Sp18
Operations Management	Undergrad – UD	Twice weekly	Sp18-present
AIFS ROME GLOBAL EDUCAT Adjunct Professor	TION CENTER		Rome, Italy 2020 – Present
Course	Level	Frequency	Semester(s)
International Marketing	Undergrad – UD	Twice weekly	Sp20-present
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⁽⁴⁾ Executive courses were taught with combined in class and online students synchronously using WebEx. Professional level courses were taught fully synchronously using WebEx.

ITALY – CONT'D

ST. JOHN'S UNIVERSITY Adjunct Professor			Rome, Italy 2015 – 2018
<u>Course</u>	Level	Frequency	Semester(s)
Marketing Management	MBA	Twice weekly	Fa17
EIRP Summer Internship Course	MBA	Twice weekly	Su17, Fa18
International Management	MBA	Twice weekly	Fa16
Leading Modern Global Organizations	MBA	Twice weekly	Fa15
Marketing Research	MBA	Twice weekly	Sp15

LUISS GUIDO CARLI UNIVERSITY Adjunct Professor

<u>Course</u>	Level	Frequency	<u>Semester(s)</u>
M&A and Investment Banking	Master	Twice weekly	Fa08-11, Sp15-present
Teamwork & Leadership; Multiculturalism	Master	2 days-multiple meets	Sp14-present
Leadership	Bachelor	Daily (2 weeks)	Fa13, Fa14
Business Psychology	Master	Weekly	Sp12
Business Organizations	Bachelor	Weekly (co-taught)	Sp13
Corporate Finance	Bachelor	Weekly (co-taught)	Sp13
Job training seminars	Bachelor/Master	Bi-weekly	Sp13

THE AMERICAN UNIVERSITY OF ROME (AUR) Adjunct Professor, Business Department

Rome, Italy 2005 – Present

Rome, Italy

2008 - Present

Courses	Level	Frequency	Semester(s)
Business for Cultural Heritage Professionals	Master	Weekly, 6 credits	Fa14-present
Consumer Behavior (research) (MKT301)	Undergrad – UD	Twice weekly	Each semester Sp05 on
Entrepreneurship (MGT 311)	Undergrad – UD	Twice weekly	Each Fall Fa13-Fa16
Tech for Business (MS Project, Excel)	Undergrad – UD	Part semester	Each Spring Sp11 on
Statistics (MTH 102)	Undergrad – UD	Twice weekly	Fa14, Fa19
Investment Banking (FNC 401)	Undergrad – UD	Twice weekly	Each Spring Sp11 on
Global Management Consulting (MGT 404)	Undergrad – UD	Twice weekly	Each Fall Fa09-Fa15
Decision-Making in Business (MGT400)	Undergrad – UD	Weekly	Fa08, Fa15, Fa16
Int'l Organizational Behavior (MGT301)	Undergrad – UD	Daily	Each Summer Su08 on, Sp18
Freshman Seminar	Undergrad – UD	Part semester	Each semester Sp08 on
Public Relations (COM/MKT204)	Undergrad – LD	Daily	Each Summer Su08 on
Business Psychology (MGT307)	Undergrad – UD	Twice weekly	Each Spring Sp08 on
Management (MGT 100)	Undergrad – UD	Daily	Su07
College Algebra (MTH123)	Undergrad – LD	Twice weekly	Sp07, Fa07
Operations Management (MGT200)	Undergrad – LD	Twice weekly	Fa05-Sp10
Marketing Management (MKT403)	Undergrad – UD	Twice weekly	Sp05

Committees

Elected to Curriculum Committee 07/08 year, Faculty Reappointment and Promotion Committee 08/09 year. Appointed to Economics Search Committee, Information Technology Committee.

ITALY – CONT'D

LOYOLA UNIVERSITY ROME CENTER Adjunct Professor, Business

Rome, Italy 2007 – Present

Courses	Level	Frequency	Semester(s)
Managing People and Org (MGMT201)	Undergrad – LD	Twice weekly	Each Fall, Fa16 on
Global Marketing (MARK341)	Undergrad – UD	Twice weekly	Each Fa, Su Fa08 on
Operations Management (ISOM332)	Undergrad – UD	Twice weekly	Each Fall Fall on
Into to Int'l Business (BSAD202)	Undergrad – LD	Weekly	Fa09-10, Sp12, Sp15 on
Global HR and Org. Behavior (HRER329)	Undergrad – UD	Twice weekly	Sp10, Sp11
Int'l Monetary Relations (ECON324)	Undergrad – UD	Twice weekly	Varies Fa/Sp since Fa08
Microeconomics (ECON 201)	Undergrad – UD	Twice weekly	Each Sp, Sp17 on
Statistics (ISSCM 241)	Undergrad – UD	Weekly	Every sem from Fa17
Global Business Strategy (MGMT305)	Undergrad – UD	Twice weekly	Fa07 on
Emerging Markets (FINC340)	Undergrad – UD	Twice weekly	Fa07 – Sp10
Ricci Scholars Course (ROST380)	Undergrad – UD	Weekly	Fa07, Fa12

JOHN CABOT UNIVERSITY, BUSINESS DEPARTMENT Adjunct Professor

Rome, Italy 2004 – 2005

Courses	Level	Frequency	Semester(s)
Fundamentals of Finance (BA311)	Undergrad - LD	Twice weekly	Sp05
Portfolio Management Theory (BA399B)	Undergrad - UD	Twice weekly	Sp05
Financial Statement Analysis (BA399)	Undergrad - UD	Twice weekly	Fa04

SWISS SCHOOL OF MANAGEMENT (SSM) Adjunct Professor

Rome, Italy 2011 – Present

Course	Level	Frequency	Semester(s)
Wealth Management	MBA	Weekly	Sp17 on
Financial Math and Statistics	Undergraduate	Weekly	Su15
International Economics & Finance	MBA	Weekly	Fa14
Accounting & Financial Management	MBA	Weekly	Sp15 on
Advanced Finance Concentration	MBA	Weekly	Sp12
Accounting for Managers	MBA	Weekly	Fa11-14
Quantitative Methods	MBA	Weekly	Sp14, 15
Strategic Financial Management	MBA	Weekly	Sp11-14
International Economics	MBA	Weekly	Sp12 on
Strategic Marketing	MBA	Weekly	Sp12
Entrepreneurial Financial Management	MBA	Weekly	Fa12-Fa15
Global Banking and M&A	MBA	Weekly	Fa12, Sp13
International and Emerging Market Finance	MBA	Weekly	Fa12, 15
Statistics	Undergraduate	Weekly	Fa12
Image Symposium	Open	1-Day	Sp10

ITALY – CONT'D

LINK CAMPUS UNIVERSITY Adjunct Professor

Adjunct Professor			2006 – Present
Courses	Level	Frequency	Semester(s)
Ethics in Business	MBA-Executive	Weekends	Sp15
Ethics in Business (in Italian)	MBA-Executive	Weekends	Sp15
Sales Management	MBA-Executive	Weekends	Fa14
International Finance (in Italian)	Master	Weekdays	Su14
Organizational Behavior & HR Mgt	MBA-Executive	Weekends	Sp14
Human and Organizational Behavior	MBA-Executive	Weekends	Fa11, Sp13
Development of Human Capital	MBA-Executive	Weekends	Fa11
Organizational Behavior (Unit 2)	MBA-Full Time	Intensive	Sp06, Sp08
Organizational Behavior (Unit 2)	MBA-Executive	Weekends	Sp06 – Fa11
Operations Management (Unit 4)	MBA-Executive	Weekends	$\hat{sp07} - sp10$
Introduction to Business (MAN103)	Undergrad - LD	Weekly	Fa06
Accounting and Finance (Unit 2)	MBA-Full Time	Intensive	Sp08
Accounting and Finance (Unit 2)	MBA-Executive	Weekends	Sp08
Introduction to Accounting (Unit 1)	MBA-Full Time	Intensive	Sp08

UNIVERSITY OF WASHINGTON ROME CENTER **Guest Lecture**

Rome, Italy 2013 – Present

Rome, Italy

Topic

Guest lectures to visiting students on Italian economy and business climate.

USA

NEW YORK UNIVERSITY, STERN SCHOOL OF BUSINESS Adjunct Professor

New York, NY 2002-2004

New York, NY

2001-2004

Hartford, CT

Summer 2002

Course	Level	Frequency	Semester(s)
Management Consulting (C40.0252)	Undergrad - UD	Twice weekly	Sp02, Sp03, Sp04
Marketing Financial Services	Undergrad & MBA		Offered but didn't run

FORDHAM UNIVERSITY, SCHOOL OF BUSINESS **Adjunct Professor**

Level Frequency Course Semester(s) Principles of Management (MGBU3223) Undergrad - LD Weekly Sp03, Fa03, Sp04 Marketing Principles (MKBU3225) Undergrad - LD Weekly Fa02, Sp03 Business Policy (MGBU4441) Undergrad - UD Twice weekly Fa02 Services Marketing (MK7777) Weekly Sp02 MBA Sp02 B2B Marketing (MK7746) MBA Weekly Marketing Financial Services (MK7775) MBA Weekly Fa01

THE UNIVERSITY OF CONNECTICUT, SCHOOL OF BUSINESS **Adjunct Professor**

Course	Level	Frequency	Semester(s)
International Finance (FNCE305)	MBA	Twice weekly	Su02

GUEST LECTURES (ITALY)

University	<u>Topic</u>	Date(s)
Miami University, Ohio	Work-life, Economy in Italy, EU	2023
CIEE	Work-life, Economy in Italy, EU	2018
Richmond University, Rome	Work-life, Economy in Italy, EU	2018
Fordham University	Work-life, Economy in Italy, EU	2017-present
University of Casino & Southern Lazio	Business Psychology	2017
FIU	Work-life, Economy in Italy, EU	2011, 2018
University of Dayton	Work-life, Economy in Italy, EU	2018
Lee University	Work-life, Economy in Italy, EU	2015
University of Washington	Work-life, Economy in Italy, EU	2013, 2016
Clemson University	Work-life, Economy in Italy, EU	2015
Purdue University Purdue University	Work-life, Economy in Italy, EU	2017

TEACHING EXPERIENCE⁽¹⁾

CORPORATE TRAINING AND DEVELOPMENT

NEOCORPORATE Training Consultant / Course Leader

Design and deliver corporate training programs in English for public and private businesses in the disciplines listed below. Clients include the UN Food and Agriculture Organization (FAO) financial management training for HQ, The UN World Food Programme (WFP) IPSAS training, Alitalia, JPMorgan, News Corporation, Bloomberg LP, Johnson & Johnson, Image Symposium.

Management Training	Skills Development	Business Analysis
EI, Intuition and Leadership	Interpersonal Communication	Finance & Accounting (IPSAS)
Appreciative Inquiry	Facilitation skills	Operational Analysis
Constructive Feedback	Decision-Making Judgment	Consulting Analytics
Group and Team Dynamics	Presentation Skills	Marketing Strategy

LUISS GUIDO CARLI UNIVERSITY Course Leader

Lead interpersonal skills and diversity training seminars for graduate level Italian and other international students.

Seminars	Level	Duration	Frequency
Teamwork and Leadership	Masters	12 hours	4x/year
Diversity Management	Masters	12 hours	2x/year

LUISS BUSINESS SCHOOL Course Development and Training

Developed 2-day, executive level financial modeling course in English/Italian.

LOYOLA UNIVERSITY EXECUTIVE EDUCATION Course Leader

Chicago, IL; Rome, Italy 2008 – Present

Lead business seminars for American business managers in interpersonal and management skills.

Seminars	Level	Duration
Leadership Style (feedback)	Executive MBA	Morning
Exercising Influence	Executive – Leadership Institute	¹ / ₂ Day
Effective Team Management	Executive – Leadership Institute	¹ / ₂ Day

THE AMERICAN MANAGEMENT ASSOCIATIONNew York, NY; Washington, DC**Course Leader**2002 - 2005

Led executive business seminars for American business managers in Business Analysis and Management Skills.

Seminars	Level	Duration
Financial Forecasting (01268)	Executive	3-Day
Cost Accounting (01201)	Executive	3-Day

Rome, Italy 2005 – Present

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Rome, Italy

2014 – Present

Rome, Italy 2009-2011

⁽¹⁾ Teacher ratings consistently rank in the 90th percentile.

PROFESSIONAL EXPERIENCE

IS	5 ТЕСН					
Independent Advisor						
-	TRAIL				~	

Is TECH, a technology firm, developed and markets globally, patented, highly advanced industrial grade air pollution abatement system. Served as contracted advisor: developed business, marketing, financial plans, conducted extensive market research and other analyses integral to the business/sales planning, strategic planning and capital raising process. Worked closely, on regular basis, with senior management, sales manager, R&D.

BLOOMBERG LP

Test Development Consultant

Wrote detailed multiple choice questions for financial sections of internationally offered Bloomberg Assessment Test. Questions included stem, answers, explanations, rationale. Retained for 2 years, well above average consultant tenure.

UN AGENCIES, ROME	Rome, Italy HQ; Worldwide
Training Consultant	2006-2009
FAO: Development and execution of financial management train and professionals. Excellent course ratings.	ning for HQ staff 2006-2007
WFP: 1) Large scale IPSAS and management training for staff and HQ and in regional and country offices worldwide (Asia, Middle Ea America); traveled extensively. 2) Excel finance course. Excellent course.	ast, Africa, Latin

FORTY PLUS OF NEW YORK

New York, NY

Group Leader, Psychodynamic Support Group; Management Development 2004

Led weekly psychodynamic support group for job seekers 40+ years of age. Openly probed, discussed, and sought to resolve emotional, and other issues relating to joblessness, job seeking, rejection, and confidence. Conducted training in managerial and interpersonal skills.

MOSES CENTER FOR STUDENTS WITH DISABILITIES, NYUNew York, NYLearning Specialist2003

Counseled learning disabled students (mainly ADD and ADHD). Structured students' workweek, advised on time management and assignments, and provided basic counseling therapy.

NEOCORPORATE ADVISORY SERVICES Owner, Independent Consultancy

New York, NY; Rome, Italy 1998 – Present

Provide strategic, marketing, and financial advisory services to clients. Such services included both written and oral analysis, and business and marketing plan development. Clients included Is TECH (Rome), Tiber Capital (Rome), The Chalfin Group, a larger consultancy headed by former Wharton professor; Lady Ester Lingerie, a \$75 million NYC clothing manufacturer; Riverside Shipping, a Miami-based steamship agency; Italian businesses, quasi-government agencies and new business startups.

Remote 2011-2012

PROFESSIONAL EXPERIENCE

THE OCEANUS SOFTWARE COMPANY (QUICKDOCK)New York, NY; Miami, FLFounding Partner, General Manager, Chief Financial Officer1999 – 2001

Developed and marketed *QuickDock*, a computer-based system used for the electronic entrance and clearance of U.S.-bound vessels; *QuickDock* expedites transactions between vessel personnel, U.S. Government agencies and port authorities.

Acted as general manager and marketing and sales representative in the northeast region. Among other things, recruited and managed employees, ran company financial and legal affairs, assisted in the technical development of the system, and wrote system operating manual (175p).

BNP PARIBAS CORPORATION Analyst/Trader, Arbitrage Group

New York, NY; London, UK 1997 – 1998

Evaluated, originated, and reported on investments in companies involved in event-driven situations. Such situations included: corporate events - restructurings, mergers & acquisitions, spin-offs; legal events - bankruptcies, litigation; and legislative events. Investments included long and short debt and equity positions, capital structure arbitrage, and options strategies. Investment analysis included discussions with company managements, research analysts, lawyers, regulatory agencies, and industry experts; analyzed SEC filings, research reports and industry publications; made asset valuations and cash flow models. Drafted intra-company memoranda for reporting.

DONALDSON, LUFKIN & JENRETTE SECURITIES CORP.	New York, NY; London, UK Kuala Lumpur, Malaysia
Associate, Media & Telecom Group, Investment Banking	1996 – 1997
Generalist Associate (promoted), Investment Banking	1991
Generalist Analyst, Investment Banking	1988 – 1990

Responsibilities included writing internal approval committee memoranda, drafting public marketing documents, developing computer-based, risk assessment financial analyses, duediligence, and analyst oversight. Representative transaction types include high yield debt and equity financings, M&A advisory assignments, and DLJ merchant banking investments. Extensive transaction experience. Also, actively participated in recruiting and training new analysts.

<u>1996 – 1997 (Media & Telecom Group)</u>

Provided investment banking services to communications companies, primarily telecommunications service providers, telecom equipment manufacturers, cable and satellite television broadcasters, marketing agencies, and new media enterprises. Specialist in mergers and acquisitions, corporate finance, financial analysis.

<u> 1988 – 1991 (Generalist)</u>

Completed array of investment banking transactions in transportation, media, manufacturing, and high technology sectors. Involved extensively in DLJ-led merchant banking investments. Significant transactions include: \$1.8 billion leveraged buyout of eighth largest U.S. railroad company; and, financial restructuring of world's second largest advertising agency.

Top ranked analyst each year in a class comprised of 21 other analyst recruited mostly from top Ivy League schools.

PROFESSIONAL EXPERIENCE

LANGER & BALL REAL ESTATE, LTD. Investor / Real Estate Developer

Built multi-phase, 400 home residential community. Significant role in property acquisition, land planning, permitting, development, and marketing. Gained experience in real estate-related political process, local zoning law and environmental regulation.

THE RIVERSIDE COMPANY

Associate, Venture Capital and Financial Advisory Firm

Analyzed proposals and furnished written recommendations for new business investment, including financing structure, tax and incorporation issues. Also, advised privatizing (formerly state-owned) Hungarian companies and the Hungarian State Property Agency on asset valuations.

SCHERING-PLOUGH CORPORATION Wharton MBA Credit Internship

Served as short-term marketing intern. Assisted in marketing planning, market analysis and print adverting development for health care products. Select interactions with outside ad agency, vendors and retailors.

NUI CORP., CITY GAS COMPANY OF FLORIDA SUBSIDIARYNVice President of Strategic Planning, NYSE-Listed Natural Gas Utility199

Led team to initiate and manage fleet conversions, equipment leasing, and to capitalize on other favorable legislation. Duties also included HR, recruiting, training, and benefits administration.

Brevard County, FL 1995 – 1996

Summer 1994

Kenilworth, NJ

Spring 1994

Budapest, Hungary

Miami, FL 1991 – 1993

EDUCATION

NEW YORK UNIVERSITY, Steinhardt School of Education	New York, NY
Masters Coursework in Counseling Psychology	2003 – 2004
EGPS, Group Psychotherapy Training Institute Trained Group Psychotherapist <i>Participated in (as a member) and led psychodynamic groups;</i> <i>honed questioning, probing, and group facilitation skills.</i>	New York, NY June 2004 2003 – 2004
CENTER FOR GROUP STUDIES, Group Psychotherapy Training Institute Trained as Group Psychotherapist <i>Participated in psychodynamic groups modeled on Center's style.</i>	New York, NY May 2004
THE WHARTON SCHOOL, University of Pennsylvania	Philadelphia, PA
Master of Business Administration, Concentrations in Marketing & Management	May 1995
BOSTON UNIVERSITY, School of Management	Boston, MA
BS in Business Administration, <i>Concentration in Finance, Dean's List</i>	May 1987

PUBLICATIONS

Langer, <u>FAO Course guide: Fundamentals of International Business Management</u> (UN agency), Rome Bloomberg LP, <u>Bloomberg Assessment Test</u>, (detailed, muti-part business test questions, published)
Baldi, Langer, <u>Leveraged Buyouts</u>, Rome, Kappa, 2012 (Langer: Chapters 8 and 9)
Langer, <u>IsTECH Business and Marketing plan</u>, Rome
Langer, <u>Business Psychology</u> (book), Rome, in progress