Sungsoo Kim

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Rutgers University
Rutgers School of Business,
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ACADEMIC POSITIONS

Rutgers University School of Business, Camden, NJ

Full Professor of Accounting with tenure, July 2010 to present Associate Professor of Accounting with tenure, July 2001 to June 2010 Assistant Professor of Accounting, July 1998 to June 2001

Interim Dean, July 2019 to June 2020 Associate Dean for Graduate Programs (Sept. 2018 to June 2019) Associate Dean for Undergraduate Programs (July 2012 to June 2014)

University of Minnesota, Duluth School of Business and Economics, MN

Assistant Professor of Accounting, July 1994 to June 1998 Visiting Assistant Professor of Accounting, July 1993 to June 1994

Herbert Lehman College, CUNY

Full-time Instructor, January 1993 to July 1993

Bernard M. Baruch College, CUNY

Instructor, September 1990 to June 1992

EDUCATION

Bernard M. Baruch College, School of Business and Public Admin, CUNY Doctor of Philosophy in Accounting, August 1993
Master of Philosophy, June 1992
Master of Business Administration, May 1988

Chung-ang University, Seoul, Korea Bachelor of Arts, English Education, August 1980

ACADEMIC ADMINISTRATION AT RUTGERS

Interim Dean, RSBC, Feb. 2019 to Feb. 2020

Reporting to and working with the Chancellor, Rutgers Camden Campus. Primary responsibility was management and oversight of the academic, budgetary, and curricular matters of the School of Business (55 full time faculty members, 40 staff members, 2100 undergraduate Students 400 graduate students). Direct reports were the Associate Dean of Undergraduate Studies, the Associate Dean of Graduate Programs, the Director of Academic Administration, the Director of Finance, and the Director of Operations. As the interim leader during the search for a permanent dean, my activities focused on ensuring a strong budgetary, human talent, curricular, and enrollment foundation on which the new permanent dean could build. Fiscal responsibility included the execution of a \$32 million budget. A total of three new tenure track faculty members were hired, and seven tenure and promotion cases were successfully processed during the term.

Associate Dean for Graduate Programs, Sept. 1, 2018, to June 2019

Primary responsibility was management and oversight of graduate programs and its staff members, overseeing admission, interviewing professional program candidates, managing program marketing campaigns, conducting information sessions, and overseeing overall operations of the traditional, online, and professional MBA programs. Administered AACSB assurance of learning goals across the different functional areas to ensure consistency with the standard.

Associate Dean for Undergraduate Programs, July 2012 to June 2014

Responsibilities included coordinating four functional areas (accounting, finance, marketing, and management) with respect to curricular revisions, course scheduling, and scholarship administration. Campus-wide responsibilities included coordination with campus leadership on undergraduate program administration, including scholarships, admissions, housing, student success, and overall enrollment issues.

Accounting Area Head, July 2010 – June 2019

Managed full-time (10), adjunct (4), and visiting (2) faculty within the Accounting and Business Law disciplines. I was responsible for curricular matters, faculty recruiting, faculty mentoring, scheduling of faculty in on- and off-campus courses in undergraduate, online MBA, on-campus MBA, offsite PMBA and PMAc programs. Deployed faculty across programs consistent with AACSB

requirements for coverage by academically and professionally qualified faculty. Member of Dean's cabinet, meeting on weekly basis.

Director, Ragone Center for Accounting Excellence, July 2014 - June 2016

Managed \$1 million endowment from the Ragone family to offer professional accounting education opportunities to South Jersey accounting practitioners. Organized the inaugural Ragone conference to offer CPE credits to local CPAs and kicked off CPA review programs for current students and alumni.

VISITING APPOINTMENTS

Beijing Institute of Technology, Beijing, People's Republic of China, May/June 2018, Visiting Scholar, Doctoral course lecture on corporate social responsibilities and financial reporting issues/keynote speech.

Australian National University, Canberra, Australia, September 2017, Visiting Scholar, interactions with a group of junior faculty and doctoral students.

Pusan National University, Distinguished Visiting Faculty, Summer, 2016, Visiting Scholar, Lecture on financial reporting and faculty research workshop, funded by South Korean Government.

Chon Nam University, Graduate School of Business, Kwangju Korea, May 2016, Visiting Scholar, Lecture on Financial Reporting and analysis.

Yonsei University, Seoul, Korea, Dec. 2020/January 2021, January 2016, Visiting Scholar, Lecture on financial reporting and analysis.

Fulbright Distinguished Chair to Yonsei University, Korea, Fall 2011, One US faculty appointment per year to Republic of Korea under the *Fulbright* program.

The award is among the most prestigious appointments in the intercultural Fulbright Program, which was founded in 1946 to improve relations, diplomacy and competence between the United States and other countries. Recipients are typically eminent scholars. With the support of the U.S. government and via partnerships with foreign governments, the program sponsors U.S. and foreign participants for exchanges in all areas of endeavor, including the sciences, business, academe, public service, government and the arts.

Sogang University, Seoul, Korea, January 2010, Visiting Scholar, funded by Brain Korea (BK)-21 program, Lecture on financial reporting and analysis.

Brain Korea 21 (BK21) is a Korean government scholarship program that has run every seven years since 1999 and aims to cultivate outstanding scholars who take the lead in responding to social changes.

City University of Hong Kong, Summers 2005 through 2011, Visiting Scholar, Lectures on financial reporting, merger and acquisition and accounting theory during summer sessions for both graduate and post-graduate classes.

Singapore Management University, Singapore, Singapore, AY2002-2003, Visiting Associate Professor, Lecture on merger and acquisition, faculty workshop.

HONORS/AWARDS

- Nominated to 2023/2024 Fulbright Distinguished Scholar
- **Keynote Address** on "Supply Chain, auditor, and investment efficiency", International Symposium on Accounting and Finance Research Programme, SUIBE, Nov. 2020, 60th Anniversary of University Foundation.
- **Honorary Professor**, Guang Dong University of Finance, Guang Dong, China, February 2020 present
- **Invited Speaker and Chair**, ISER 180th International Conference on Economics and Business, Seoul, Korea, March 2019
- Keynote Address on Corporate Social Responsibility and Accounting at the 7th Annual Beijing Accounting Conference, Beijing, China, May 2018
- Social Science Research Network "**Top Ten download** list" for "*The value relevance of capital expenditures and the business cycle*", 2017
- Social Science Research Network "**Top Ten download list**" for "*Dividend paying firms and flexibility hypothesis*", 2017
- **Rutgers Scholar-Teacher Award**, May 2015 (given annually to a few full time faculty members among 3,000 full time Rutgers faculty)

The Scholar-Teacher Award honors tenured faculty members who have made outstanding synergistic contributions in research and teaching. The Award was established in 2000 to honor tenured professors who make exceptional connections between their academic research and their teaching. Often the most effective faculty members are those who are able to integrate their teaching with their research, whose research informs and adds excitement to their teaching, and whose interactions with students in the classroom stimulate and inform their scholarship. This award will recognize those who make visible the vital link between teaching and scholarship, by contributing to the scholarship of teaching

and by bringing together scholarly and classroom activities. Through their example, by their efforts in the classroom and their reflection on those efforts, and/or by their contributions to the literature of teaching and learning, those who are honored add to our knowledge of a specific discipline and offer a model of how scholarship and love of learning can be transmitted to students. Typically, three or four tenured faculty members are awarded a year across the University system.

- **RSBC Teaching Award**, May 2014 (given annually to a fulltime faculty among RSBC faculty)
- Rutgers China Initiative Grant, \$6,000, April 2014
- President, American Accounting Association Mid-Atlantic Region, '12- '13
- RSBC Summer Research Grant, 2012, 2014, 2016, 2018, 2022,2023
- Fulbright Distinguished Chair Appointment, 2011 to Yonsei University, Seoul, Korea.
- The Outstanding Paper Award, Accounting Research Journal, 2010
- Social Science Research Network "**Top Ten download list**" for "*Analytical procedures: a data envelopment analysis approach*", 2009
- Social Science Research Network "**Top Ten download list**" for "*Performance measurement in the post-merger period.* 2009
- Outstanding Paper Award, Emerald Literati Network, 2008
- **Highly Commended Award**, Emerald Literati Network, 2006
- Social Science Research Network "**Top Ten download list**" for "The Effect of Enron, Anderson and Sarbanes-Oxley on the market for Audit Service, 2006
- Service Award, RSBC, 2001-2002
- Rutgers School of Business, Camden FASIP Merit Award, 1999 through 2016)
- Rutgers School of Business Research Grants, 1999 through 2006
- Nominated to the McKnight Land-grant Professor-Univ. of Minnesota, 1997
- **Best Paper Award**, the 3rd Int'l Accounting Conference, Taipei, 1997
- Competitive Single Quarter Leave Award, Univ. of Minnesota Duluth, 1996
- University of Minnesota Research Grant, 1994
- University of Minnesota Duluth Chancellor' Grant, 1995, 1996, 1997
- University of Minnesota-Duluth SBE Faculty Member of the year, 1994, 1998
- Teaching Citation for doctoral students, Bernard M Baruch College, CUNY, 1992

REFEREED PUBLICATIONS

Deng, J., Guo, J., Kim, J.Y. and Kim, S., 2025. Navigating environmental concerns: the appointment of political directors: Deng et al. *Review of Quantitative Finance and Accounting*,

- Tian, Z., Chen, S., Guo, J. and Kim, S., 2025. XBRL extensions and cost of equity capital in Chinese firms: a natural experiment. *Asia-Pacific Journal of Accounting & Economics*, 32(3), pp.527-550.
- Chen, J., Kim, S., Srinivasan, D. and Zhou, Y., 2025. Can common institutional investors in supply chains decode the bullwhip effect? Evidence from order backlog mispricing. *Journal of Accounting, Auditing & Finance*, 40(4), pp.1296-1322.
- Chen, J., Eshleman, J.D. and Kim, S., 2024. The Impact of Upstreamness on Investment Quality in Multitier Supply Chains. *Journal of Management Accounting Research*, 36(2), pp.31-46. (ABS:2, ABDC: A*)
- Guo, J., Kim, S. and Shi, L., 2025. Proactive corporate social responsibility strategies in financial misreporting. *Journal of Accounting, Auditing & Finance*, 40(4), pp.1230-1260. (ABS:3, ABDC: A)
- Bae, J., Khimich, N., Kim, S. and Zur, E., 2023. Can green investments increase your green? Evidence from social hedge fund activists. *Journal of Business Ethics*, 187(4), pp.781 -801.(ABS:3, ABDC: A, FT:50)
- Guo.J, J. Kim. S. Kim and N. Zhou, 2022. CEO Beauty and Management Guidance, *Asian Review of Accounting*, Vol. 20(1). Pp. 152-173, (ABS: 2, ABDC: B)
- Sungsoo Kim, 2022, Factors affecting Corporate Bond Ratings Changes at the Margin of Investment and Speculative Grades, *EBSCO Business and Economics Series*,
- Guo, J., Kim, S., Yu, Y. and Kim, J.Y.J., 2021. Does CFO accounting expertise matter to corporate social responsibility disclosure in 10-Ks? *Journal of Applied Accounting Research*. Vol: 22, 5; pp. 800-822
- Kim, S., Saha, A. and Bose, S., 2021. Do capital expenditures influence earnings performance: Evidence from loss-making firms. *Accounting & Finance*, 61, pp.2539-2575. (ABS:2, ABDC:A)
- Kahya, E. and S. Kim, 2018. Aristotle on economics and ethics. *Applied Economics and Finance*, Vol. 5 No. 6, pp.23-32
- Kim, Sungsoo, Brandon B. Lee, 2018, The value relevance of capital expenditure and the business cycle, *Studies in Economics and Finance*, Vol. 35:3, 286-306
- Kim, S, R.B. Sambharya, and J.S. Yang, 2015, Do CEOs exercise managerial discretion to save their jobs? *Journal of Management and Governance*, Vo. 20, pp.179-200

- Kim, S., 2014, Commentaries on Sarbanes Oxley Law of 2002 Impact on Accounting Profession, Corporate Governance and Managements. *Asia-Pacific Journal of Business & Commerce*, Vol. 6(3), pp. 1-18 (the lead article)
- Chen, J, H. Chang, H. Chen and S. Kim, 2014, Effect of Supply Chain Knowledge Spillovers and Audit Fee, *Journal of Management Accounting Research*, Vol. 26. (1), pp. 83-100: (ABS 2; ABDC A*)
- Allen, Shannon, Kim, Sungsoo, and Mark Ziztler, 2013, Hedging Instrument in Post Liquidity Crisis: A Case of Interest Rate Swaps, *Managerial Finance*, Vol. 39 (1),pp. 47-59
- Kim, Sungsoo, Eugene Pilotte, and Joon Yang, Agency Costs and Stock Price Response to Capital Expenditures, 2012, *the Financial Review*, Vol. 47, pp. 375-399 (ABS:3, ABDC A)
- Asthana, Sharad, Steven Balsam and Sungsoo Kim, 2009, The Effect of Enron, Anderson and Sarbanes-Oxley on the US market for audit service, *Accounting Research Journal*, Vol. 22(1), pp. 4-26 (the lead article)
- Kwon, S. Sung, Sungsoo Kim and Brian Gaber, 2008. Voluntary asset write-downs under SFAS 121: early adopters vis-à-vis late adopters, *Int. J. of Accounting and Finance* Vol. 1 (1), pp. 83-106
- Liu, Jiesin, Feroz H. Ehsan and Sungsoo Kim, 2008. Corporate Governance of the PRC Qingtongxia Aluminum Corporation, *Int. J. of Managerial and Financial Accounting*, Vol. 1 (1), 64-74
- Kim, Sungsoo, Edina Kovacs and Joon Yang, 2007. Managerial discretion in financial statement presentation; a case of comprehensive income disclosure for Fortune 100, *International Journal of Business and Economics* 6, (1), pp. 1-6 (the lead article)
- Balsam, Steven, Richard Gifford and Sungsoo Kim, 2007. The effect of stock option grants on voluntary employee turnover, *Review of Accounting and Finance* 6, (1). pp. 5-14 (the lead article)
- Feroz, Ehsan, Sungsoo Kim and Ray Raab, 2005. Analytical review procedure: data envelopment Analysis approach, *Journal of Emerging Technologies in Accounting*, Vol. 2, pp.17-32.

- Feroz, Ehsan, Sungsoo Kim and Raymond Raab, 2005. Performance measurement in corporate governance: do mergers improve managerial performance in the post-merger period? *Review of Accounting and Finance* 4(3), 86-106
- Gollotto, Jamie and Sungsoo Kim, 2003. Market valuation of dot com companies: R&D vs. hype, *Managerial Finance* 29(11), 73-84
- Feroz, Ehsan, Sungsoo Kim and Raymond Raab, 2003. Financial statement analyses data envelopment analysis approach, *Journal of Operation Research Society* 54, 48-58
- Balsam, Steven and Sungsoo Kim, 2001. The effect of interest rate swaps, *Journal of Economics and Business* 53, 1-16 (the lead article)
- Kim Sungsoo, 2001. Size, growth and early asset retirements, *Accounting Research Journal* 14, No. 2, 137-148
- Kim, Sungsoo, "The Choice of Market Performance Measure; a Case of Capital Expenditures," *International Journal of Finance*, Vol. 12, 2001, pp. 1224-1235.
- Kim, Sungsoo, 2001. The stock market, debt and early asset retirement, *Advances in Quantitative Finance and Accounting* 9, 149-164
- Kim, Francis C., Sungsoo Kim and Christos Pintails, 2001. Firm diversification and earnings volatility: empirical analysis of US based MNCs, *American Business Review*, pp. 1-13 (the lead article)
- Kim, Sungsoo, 2001. The near-term financial performance of capital expenditure: managerial perspective, *Managerial Finance* 27, 48-62
- Kim, Sungsoo, 1999. Cross-sectional valuation of R&D, *Accounting and Business Review* 6, 17-33
- Doukas, John, Christos Pantzalis and Sungsoo Kim, 1999. Intangible assets and the network structure of MNCs, *Journal of International Financial Management and Accounting* 10, 1-23 (the lead article)
- Balsam, Steven and Sungsoo Kim, 1998. Market effect of interest rate swaps, *Accounting Enquiries* 8, 141-163
- Pantzalis, Christos, Chan Kim and Sungsoo Kim, 1998. Market valuation and equity ownership structure: the case of agency conflict regime, *Review of Quantitative Finance and Accounting* 11, 249-268

Kerstein, Joseph and Sungsoo Kim, 1995. Incremental information content of capital expenditures, *The Accounting Review* 70, 513-526:

RESEARCH IN PROGRESS

Activist Hedge Fund and the Use of non-GAAP earnings metrics, With J. Bae, J. Guo and S. Kim, submitted to *Accounting and Finance*

R&D Risk Factor Disclosure and Investment Efficiency, with Jeng fang Chen, working paper

Capital investment behavior in the face of unexpected losses, with J. Kerstein, J. Onochie, in progress

Does the Market Rewards/punish CSR investments? Through the lens of accrual earnings management and real earnings management.

CONFERENCE PRESENTATIONS AND INVITED LECTURES

SARAC, Switzerland, discussant and moderator, Feb. 2025

SUIBE, Shanghai, PRC conference Key note speaker, Nov., 2020

ISER Conference, Seoul, Korea, 2019

Beijing Institute of Technology, Beijing, PRC, 2018

Pusan National University, Pusan, Korea, 2016

Chon Nam National University, Kwangju, Korea, 2016

WCMB, Seoul, Korea, 2015

EDHEC, Paris, France, 2009

KAIST, Seoul, Korea, 2008

Hong Kong University, Hong Kong, HK, 2008

Seoul National University, Seoul, Korea, 2008

AAA, San Francisco, CA, 2005

KDI, Seoul, Korea, 2004

University of Macedonia, Thessaloniki, Greece, 2000

Multinational Finance Society Conference, Philadelphia, 2000

AJPT Conference, Waterloo, Canada, 1999

AOS Conference, Hong Kong, HK, 1999

Western Economic Association Conference, Lake Tahoe, 1998

IAAER, Paris, France, 1997

FMA Conference, Honolulu, Hawaii, 1997

AAA Research Forum, Dallas, Texas, 1997

Eastern Finance Association, Panama City, Florida, 1997

International Conference on Contemporary Accounting Issues, Taipei, Taiwan, 1996

FMA, New Orleans, Louisiana, 1996

AAA-Midwest, Jackson Hole, Wyoming, 1996 AAA-Mid-Atlantic, Philadelphia, PA, 1996 FMA, NY, NY, 1995 AAA Research Forum, NY, NY, 1994 Western Economic Association, Vancouver, BC, Canada, 1994

EDITORIAL BOARD

International Journal of Accounting and Finance (2024 - Present) Asia-Pacific Journal of Business and Commerce (2016 – Present) Korean Business Review (2017-2019) International Journal of Business and Systems Research (IJBSR)(2024 -

REVIEWING ACTIVITIES

Ad hoc reviewer for Review of Accounting and Finance, Journal of Computational Economics, Review of Quantitative Finance and Accounting, Multinational Finance Journal, Journal of Managerial Issue. Managerial Finance, Advances in Accounting

RESEARCH INTERESTS

- Role of Accounting Information in Equity Valuation
- Audit fee
- Earnings Management
- Discretionary Costs
- Corporate Social Responsibilities
- Political Connections
- Supply Chain

DEGREE PROGRAM DEVELPMENT

Professional Master of Accountancy from 2011 to 2019

- Program design
- Program marketing participation
- Staffing instructors

COURSE DEVELOPMENT

- Colloquialism in Contemporary Accounting Practice
- Accounting Theory in Practice
- Financial Statement Analysis

• Business Analysis and Valuation

COURSES TAUGHT

Undergraduate:

- Introductory Financial Accounting
- Intermediate Accounting, I & II
- Advanced Accounting
- Advanced Auditing
- Managerial Accounting
- Cost Accounting

Graduate:

- Financial Statement Analyses
- Problems in Financial Reporting
- Accounting Theory
- Business Analysis and Valuation
- Colloquium in Current Accounting Practice

MEMBERSHIPS

American Accounting Association since 1988

- Financial Reporting Section
- Auditing Section
- International Accounting Section

INDEPENDENT EXPERT

Contel Vs. Aldo Pesce

This international trade case between Contel Global Marketing (plaintiff), Inc vs. Aldo Pesce Cotera, Clear River Corporation (defendant, my client) goes back to late 1990's. I was retained by the defendant as an independent accounting expert, August 14, 2014. Case in point was whether plaintiff followed the generally accepted accounting principle. After we filed a copy of affidavit and declaration the presiding judge from the district of federal court in NJ dismissed the case in favor of the defendant, my client, in September 28, the same year.

MEDIA EXPOSURE

Star Ledger, September 6, 2012

EXTERNAL REVIEW FOR TENURE AND PROMOTION DOSSIERS

- Full Professor Promotion Reviews for Syracuse University, Syracuse, NY, 2022
- Full Professor Promotion Reviews for Pace University, NY, 2022
- Full Professor Promotion Reviews for Baruch College, CUNY, 2020
- Tenure and Promotion review for University of North Carolina Charlotte 2017
- Promotion reviews for University of South Florida-South, 2017
- Full Professor Promotion reviews for Hunter College, CUNY, 2014
- Tenure and Promotion review for University of Washington Tacoma, 2013
- Tenure and Promotion review for University of Nevada, Reno, 2013
- Tenure and Promotion review for Drexel University, 2012
- Tenure and Promotion review for University of Washington Tacoma, 2012
- Promotion and tenure review for University of Massachusetts-Boston, 2010
- Promotion reviews for Singapore Management University, 2005
- Reappointment review for University of Pittsburgh, 2005
- Promotion and tenure review for University of New Hampshire, 2004
- Promotion and tenure review for Elizabethtown College, 2003
- Promotion and tenure review for Temple University, 2002

INSTITUTIONAL SERVICE

ACCOUNTING AREA AND SCHOOL:

- Chair, Accounting Search Committee, 2000-2018
- Coordinator, Accounting Faculty (July 2010 to June 2011)
- Chair, SBC Intellectual Contribution Committee (2009)
- Chair, SBC Research Award Committee (2007 and 2008)
- Undergraduate Task Force (2006 to 2007)
- MBA Task Force (2006 to 2008)
- SBC FCP Committee (2001, 2004, 2005, 2009)
- Master of Accountancy Program Steering Committee
 - Organized Inaugural Ragone Conference 2015
 Keynote Address on the current status of accounting developments as Director of Ragone Center for Accounting Excellence.
 - Introduced Weekend CPA review program 2016
 To help our students pass the CPA exam Saturday CPA review program was introduced. Overseeing staffing decisions and marketing efforts.

- Design and launch Professional Master of Accountancy (PMAc) program.
 To meet the State mandate for 150-hour CPA examination sitting requirement 30 credit hour program was introduced.
- Advisor for Accounting Society (2000-2002)
- Advisor for Beta Alpha Psi (2001-2002)
- Advisor for Intercollegiate Accounting Tournament (2000, 2001, and 2002)

To motivate our accounting students and promote the importance and awareness of the accounting profession I introduced an inter-collegiate accounting tournament (aka, Accounting Jeopardy) among top universities in NJ, PA and DE from AY 2001. This invitation only event is usually invited to universities such as Pittsburgh, Temple, Drexel, Villanova, University of Delaware, etc. The event was reported in local newspapers and TV news. The Tournament lasted 5 years until the budget was available.

- SBC Faculty Composition and Development Committee (2002-2003)
- SBC Curriculum Committee (1998-2003)
- SBC Scholastic Standing Committee (2003-2006)

CAMDEN CAMPUS:

- Chancellor's Committee on Internationalization, 2011-2018
- Chancellor's Committee on Institutional Equity and Diversity (2010 to 2013)

UNIVERSITY-WIDE:

• Finance/Debt Cost Pool Advisory Committee (2019-2020)

CAMDEN COMMUNITY:

 Board Member: Project H.O.P.E (providing health care service to displaced population in Camden, New Jersey) 2017 – 2021 (leave of absence, AY 2019-2020

Project HOPE is a community health provider for the city of Camden, and I served on the Board's Finance Committee, providing advice for financial reporting, budget and other pertinent matters related to the Board.

NATIONAL & INTERNATIONAL:

- Fulbright Korea. 2025-2026 Visiting Scholar Program Selection Committee: Business and Management section (screening and interviews)
- American Accounting Association Mid-Atlantic Region
 - o President, 2012-2013
 - o Program Chair and President-elect, 2011-2012
 - o Steering Committee, 2010-present
- Peer Review Committee, Fulbright Commission, Washington DC, 2012, 2014
- Peer Review Committee, Fulbright Commission in Korea, Fall 2011
- Fulbright Scholarship Selection Committee in Korea, Fall 2011

OTHER EXPERIENCE

Kuk Dong Construction Co., Ltd., Seoul, Korea 1980-1984

- *Supervisor* 1983-1984
- *Staff* 1980-1982

Prepared bidding and PQs (prequalification) documents, analyzed bidding costs, engaged marketing activities for overseas projects, served liaison in Middle East Branch Office in Riyadh, Saudi Arabia (1981-1983)

Student Editor-in-Chief, Chung-ang Herald, Chung-ang University, 1976-1977

• edit bimonthly English newspaper for 12,000 students, Chung-ang University.