

March 20, 2001

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Attached are copies of two research papers. The first titled "Restructuring International Joint Ventures" was published in *the International Journal of Organizational Analysis*. This paper is a result of work funded by a summer grant I received in 1997, and you will note that this grant has duly been acknowledged in the first page of the article. I had sent a letter to close the file on that grant within the time allotted, and there in I had mentioned that I would keep the office informed of any research products that came out of that project.

The second paper titled "Environmental scanning and strategic decisions at the headquarters foreign subsidiary level: an empirical study" was published in the proceedings of the Midwest Academy of International Business conference. The paper won the distinguished paper award, and an open letter from the proceedings editor to that effect is also attached. This paper is a result of the summer grant I received in the year 2000, and the grant has been duly acknowledged in the first page of the article. If I need to submit a separate letter/report to close the file of this Summer 2000 grant, please let me know.

Sincerely,

Raman Muralidharan