

THOMAS W. ZIMMERER
Entrepreneurial Scholar in Residence

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I. EDUCATION

Ph.D. **Conferred - January, 1971**
University of Arkansas
Fayetteville, Arkansas
MAJOR: Management
MINORS: Marketing, Economics, and Finance

M.S. **Conferred - June, 1964**
Louisiana State University
Baton Rouge, Louisiana
MAJOR: Economics
MINOR: History

B.S.B.A. **Conferred - January, 1963**
The American University
Washington, D. C.
MAJORS: Management and Economics
MINOR: Psychology

II. ACADEMIC EMPLOYMENT HISTORY

1/10- Present Entrepreneurial Scholar in Residence
Center for Entrepreneurship
University of South Florida

8/06 - 8/07 Distinguished Professor of Entrepreneurship and
Management
Saint Leo University
Saint Leo, Florida

8/01 – 8/06 Dean, School of Business Administration and Professor of
Management
Saint Leo University
Saint Leo, Florida

6/98 – 8/01	Director, Breech School of Business Administration And Professor of Management Drury University Springfield, Missouri
6/92 - 6/98	Chairholder Allen and Ruth Harris Chair of Excellence in Business and Professor of Management College of Business East Tennessee State University Johnson City, Tennessee
8/87 - 6/92	Co-Founder and Associate Director Emerging Technology Development and Marketing Center Clemson University Clemson, South Carolina
8/77 - 6/92	Professor of Management College of Commerce and Industry Clemson University Clemson, South Carolina Granted Tenure at the Rank of Professor
6/69 - 8/77	Associate Professor of Management College of Business and Public Administration Department of Management, Marketing, and International Business Florida Atlantic University Boca Raton, Florida Promoted to Associate Rank in 1973 Granted Tenure at the Associate Rank
9/66 - 6/69	Instructor of Management College of Business Administration Department of Management University of Arkansas Fayetteville, Arkansas

III. INDUSTRY EMPLOYMENT HISTORY

1/65 - 9/66	Engineering Administration McDonnell Aircraft Corporation (now The Boeing Corp.) St. Louis, Missouri
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Description of Duties and Responsibilities: Primary responsibilities were in program planning, scheduling, and budgeting of engineering activities concerned with both the production and testing of aircraft and spacecraft. In addition, I was responsible for the development of management systems to improve administrative control over manpower costs and new product development. Additional duties included the writing of proposals for new contracts and conducting feasibility studies for management decision making. Program management requirements brought me in contact with all levels of management and mandated decision making involvement.

IV. PROFESSIONAL ACCOMPLISHMENTS

A. Teaching: During my professional career at Saint Leo University, Drury University, East Tennessee State University, Clemson University, Florida Atlantic University, and the University of Arkansas, I was responsible for designing, developing or teaching the following courses:

Graduate Level:

**New Venture Formation
Fundamentals of Venture Capital and Private Equity
Business Plan Development
Entrepreneurship
The Dynamic Environment of Business
Leadership, Motivation & Decision Making
CEO Seminar
Innovative Entrepreneurship
Topics in Management
Seminar in Strategic Management
Business Policy/Managerial Policy and Strategy
Human Resources Management
Organizational Behavior
Seminar in Administration
Association Management
Research Methodology
International Business Management
Seminar in Strategic Management
Directed Research in Qualitative Analysis
Topics in Strategic Management
Essential of Management
Seminar in Organizational Leadership**

Undergraduate Level:

**Entrepreneurship
Business Policy/Business Strategy
Human Relations
Human Resources Management
Industrial Relations
Introduction to Business
Operations Management
Organizational Behavior
Personnel Administration
Principles of Economics
Principles of Management
Principles of Marketing**

B. Teaching and Research Recognition:

Teaching

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| 1988 | Beta Gamma Sigma, 75 Anniversary National Symposium
Only five faculty members are selected to address the
National Symposium. Selection is based on a
competitive review of faculty nominated from AACSB
accredited institutions. |
| 1976/1977 | "Outstanding Teacher", College of Business and Public
Administration, Florida Atlantic University |
| 1976 | Chosen by the students of Florida Atlantic University as
the "Last Lecture Professor" |
| 1975 | Elected to "Outstanding Educators in America" |
| 1981 | Chosen to "Personalities in the South" |
| 1981 | Chosen to "Directory of Distinguished Americans" |

Research

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|-------------|---|
| 1984 | Recipient of the Maurice Holland Award
(Industrial Research Institute) |
| | Lifetime member of Statmore's <u>Who's Who</u> |

**2000 Became a Heritage Foundation national expert on
Entrepreneurship and Free Enterprise**

C. Academic Administration and Service:

Saint Leo University – Academic Administration:

Major Duties:

- 1. Created online MBA in Fall of 2002, which is currently earning the University \$12,000,000 a year in gross revenue**
- 2. Created a partnership in China for an MBA program that is a joint venture between Saint Leo University, Beijing Normal University and Bright China Management Institute**
- 3. Revised two undergraduate majors resulting in enhanced enrollment in both programs**
- 4. Faculty research productivity grew by 450% in five years**
- 5. Served on search committee for the Vice President for Advancement, Dean of Arts and Science, and the Director of Public Relations**
- 6. Added an additional thirty percent in full time faculty and tripled the employment of adjunct faculty on campus**
- 7. Established a process by which the faculty of our eighteen University Centers and our online programs teach using campus faculty developed curriculum guides to increase consistency in the delivery of quality academic programs**
- 8. Established an Executive Advisory Board for the School of Business**
- 9. Interacted with the greater Tampa Bay business community through such organizations as Leadership Tampa Bay**
- 10. Lead the faculty effort to create three new academic majors**

Drury University –Academic Administration:

Major Duties:

- 1. Lead the academic activities of the Breech School of Business Administration**
- 2. Ensure that the academic programs comply with the academic accreditation agency and the intellectual objectives of the University.**
- 3. Manage the budget of the Breech School to insure that optimal results are achieved with the allocated financial resources.**
- 4. Attract and retain full-time and adjunct faculty**
- 5. Involvement in external relations with business community, alumni, and friends of the University.**
- 6. Provided the leadership for the creation of two new undergraduate majors, (international business and computer information systems/e-commerce).**
- 6. Continuous committee interaction across the university, (i.e. academic cabinet).**
- 7. Involvement in recruiting potential undergraduate and graduate students.**
- 8. Service on external boards to retain visibility of the University.**
- 9. Lead the continuous assessment process of the Breech School**

Clemson University – Academic Administration

**8/87 - 6/92 Associate Director and Co-Founder
Emerging Technology Development and Marketing
Center
Clemson University
Clemson, South Carolina**

Major Duties: The Associate Director reported to the Director and is responsible for providing leadership in the development and implementation of Center policies and services. The

**Associate Director, in the absence of the Director,
assumes responsibility for the operation of the Center.**

Principal Responsibilities:

**Coordinating activities, on projects selected by the Center, with
University administrators and faculty**

Coordinating client project submissions to the Selection Panel

**Created, with S.C. Economic Development Board, the first Venture
Capital Conference in the state**

Identifying financial resources to foster Center activities

**Marketing the University to the business community -- serve as the
Corporate Liaison Director for Clemson University.**

**Established the Southeast Capital Connection -- a venture capital
conference that has resulted in "showcase companies" receiving over
\$5M in capital.**

Academic Administration - Florida Atlantic University

**1975 - 1977 Teaching Area Coordinator, Business Policy and Strategy, and
Human Resources Management**

Acting Chairman on four separate occasions

Academic Service - East Tennessee State University

**University Research Development Committee
University Research Advisory Committee
College Graduate Programs Committee
College Strategic Planning Committee**

Academic Service - Clemson University

**Board Member of E.R.D.I.
Board Member S.C.U.R.E.F.
President of the College faculty
Chairman of the Burlington Chair Search Committee
Chairman of the College By-laws Committee
Chairman of the Department Curriculum Committee
Chairman of the Departmental By-laws Committee**

Chairman of the Departmental Comprehensive Examination Committee
Chairman of the Faculty Search Committee
Chairman of the Graduate Comprehensive Examination Committee
Consultant to the Committee for the Development of the Energy
Resources Development Institute (E.R.D.I.)
Consultant to the Dean Wallace Trevillian for the creation of the
Executive Advisory Council to the college
Consultant to the University President and the Committee for the
Development of the University Energy Resources Center

Member of the University Long-Range Planning Committee
Member of the College Self-Study Committee
Member of the Dean's Advisory Committee on College Reorganization
Member of the Department Advisory Committee
Member of the Department Curriculum Committee
Member of the Personal Advisory Committee
Member of the Search Committee for the Associate Dean, College of
Commerce and Industry
Member of the Search Committee for the Director of the Emerging
Technology Development and Marketing Center
Member of the Search Committee for the Department Head,
Management Department
Member of the Search Committee for the Director of the Small Business
Development Center
Workshop Leader for the Section on Economic Development for the
Palmetto Leadership Program (Kellogg Grant)

Academic Service - Florida Atlantic University

Chairman of the following University and College committees:

Long Range Planning Committee
University Student Personal Advisory Committee

Member of the following University and College Committees:

College Scholarship Committee
Core Curriculum Revision Committee
Faculty Executive Advisory Committee
Faculty Scholars Committee
Presidential Aid Hoc Committee on Student Health
Services
University Collective Bargaining Committee
University Equal Opportunity Committee

V. EXTERNAL ACTIVITIES

A. Serve on the Board of Directors

UniComp, a NASDAQ Listed Global Computer Software and Service Company

ICS LTD. of Northern Ireland

Indian Gap Corporation

J.C.G. Holding Company

Springfield, Missouri Convention & Visitors Bureau

B. Heritage Foundation: United States expert in Entrepreneurship and Free Enterprise

C. External Activities Related to the Professional Management Consulting, Training and Development Activities: In conjunction with the University and on my own, I have acted as a consultant or have developed and conducted management and executive training for the following firms in private industry, government, trade and professional associations:

Business:

Allstate Insurance

American Medicorp

APCO Graphics

Atlantic Federal Savings and Loan Association

Batische Corporation

Bendix Avionics, Division of Bendix Corporation

Boda Pipes

Bojangles

Burger King Corporation, subsidiary of Pillsbury Corporation

Chipman Union

C.M.I., L.T.D., Northern Ireland

Columbia Bank for Cooperatives

Courtaulds-PLC

CRS-Sirrinc

Dania Bank

Eastern Distribution

Enwright Associates

Exxon Enterprises

**Fluor Daniels
Ginny Thompson Guild
Global Organization, LTD
Greenville News-Piedmont
Harris-Tarkett
Home Federal Savings and Loan Association
Humidity Control Corporation
I.C.S., L.T.D., Northern Ireland
International Business Machines Corporation
Jackson Memorial Hospital - Miami, Florida
James River Paper
Keys Printing Company
Lindsey Lumber
Martin Marietta Energy Group - Oak Ridge, Tennessee
Mass Brothers, Incorporated
Mayfair Mills
Miami - Dade General Hospital - Miami, Florida
Milliken Company
Modular Computer Systems, Incorporated
Moorehead Oil Company
Motorola Corporation
Ohio Gear
Palmer Communication
Primary Care Network
Policy Management Systems
Potential Unlimited Seminars
Powell Construction Company
Precision Stainless
Pratt and Whitney Division of United Technologies
Seabrook
Spring City Knitting Company
Springs Mills
St. Thomas Hospital - Nashville, Tennessee
TRW., Rogersville, Tennessee
The Executive Group - Chicago, Illinois
Mettler-Toledo Scale
Unibol, L.T.D., Northern Ireland
Union Carbide
Vaughn and Melton
Virginia Electric and Power Company (VEPCO)**

Universities:

**California Institute of Technology
Clemson University**

**Columbia College
East Tennessee State University
Murray State University
North Carolina State University
Pacific Lutheran University**

Government:

**Bahamian Government
City of Boca Raton - Florida
Dade County - Florida
Department of Justice - U.S. Marshalls Service
District of Columbia
Environmental Protection Agency
Federal Law Enforcement Training Center
Florida Governmental Finance Association
Florida Municipal Clerks Association
Florida State Building Officials
Florida State Park Officials
Government Secretaries of Florida
Naval Air Rework Facility - Cherry Point, North Carolina
Police Department of Boca Raton - Florida
Rural Newton
Small Business Administration
South Carolina State Highway Conference
U. S. Forest Service
United States Bureau of Prisons
VAHCDO**

Trade and Professional Associations:

**Academy of Insurance - Trinidad, BWI
Alabama Association of Life Underwriters
Alabama Trucking Association
Aluminum Association of America
American Cement Pipe Association
American Production and Inventory Control Society
American Pulpwood Association
American Records Management Association
American Society of Association Executives
Carolina's Conference - American Institute of Industrial Engineers
Carolina's Conference - American Society for Personnel Administration
Cotton Arbitration Trading General Organizations of Egypt
Drug Research Foundation**

Florida Roofing, Sheet Metal and Air Conditioning Contractors Association
Greater Greenville Chamber of Commerce
Homes for Living Network
Life Office Management Association
Linen Supply Association of Broward County
National Association of Conveyor Equipment Manufacturers
National Association of Metal Name Plate Manufacturers
National Crushed Stone Association
Palm Beach County Personnel Association
Poultry Equipment Manufacturers Council of America
Screen Printing Association International
Society of Plastics Industry
South Carolina Broadcasters Association
South Carolina Peach Growers Association
Southern Textile Association
Technical Advisors to the Pulp and Paper Industry Association
Texas Motor Transportation Association

VI. PUBLICATIONS

Books:

Entrepreneurship (Under contract), with Michael Fountain, Pearson Publishing Company.

Entrepreneurship and New Venture Formation, Prentice-Hall Publishing Company, 1996, (with N. Scarborough)

Effective Small Business Management, Prentice-Hall Publishing Company, 1984 (with N. Scarborough). Second Edition, 1988 Third Edition, 1990, Fourth Edition, 1993, Fifth Edition, 1996, Sixth Edition, 2000, Seventh Edition 2003, Eight Edition, 2006.

Essentials of Entrepreneurship and Small Business Management, Prentice-Hall Publishing Company, 1994 (with N. Scarborough). Second Edition, 1998, Third Edition, 2002, Fourth Edition, 2005, Fifth Edition, 2008.

The Business Builder, Info-Tech International, 1996, (with N. Scarborough).

Small Business Fundamentals, Charles Merrill Publishing Company, 1988 (with N. Scarborough)

Business Policy: A Framework for Analysis, Grid, Inc., 1972 (with R. Murdick, C. Moor and R. Eckhouse) Second Edition, 1976, Third Edition, 1980, Fourth Edition, 1984

Business: An Introductory View of American Enterprises, Prentice-Hall, 1976 (with P. Preston)

Student Guide to Business, Prentice-Hall, 1976 (with P. Preston)

Management for Supervisors, Prentice-Hall, 1978 (with P. Preston)

Management for Supervisors: Readings and Cases, Prentice-Hall, 1978 (with P. Preston)

Books Containing Articles and Cases:

"Motivating Your R&D Staff" The Art of Technology Management

"Motivating Your R&D Staff" Motivating, Appraising, Rewarding, And Retaining Engineers and Scientists

"Plasma International" Case Study in Donaldson, Werhane and Cording, Ethical Issues in Business, Prentice Hall, 2002

"Motivating Your R&D Staff", in Tushman and Anderson, Managing Strategic Innovation and Change, Oxford University Press, 1996

"New Employees: An Investment in Innovative Thinking", Limited Edition of the Works for Dr. Billy Goetz, Billy Goetz and Thomas Zimmerer, 1981, MIT Press

"Motivating Your R&D Staff", R. Katz Managing Professionals in Innovative Organizations: A Collection of Readings, M. A. Ballinger Publishing Company, 1988

"Eaker Dixieland Tomato Company, Inc.", Successful Small Business Management, Megginson, Scott, Tate, and Trueblood, Grid, Inc.

"Felton International", Business and Society: Text and Cases, Robert D. Hay, Southwestern Publishing Company

"How to Make the Best Use of Your Time", Guidelines for Effective Association Leadership, 1976. Revised, 1978

"Ocean Electronics, Inc." Organizational Theory and Design, Patrick E. Connor, Science Research Associates, Inc.

"Ocean Electronics, Inc.", Cases in Organizational Behavior, White and Stamm Business Publications, Inc.

"Plasma International", Business and Society: Text and Cases, Robert D. Hay, Southwestern Publishing Company

"Southern Realty Investors, Inc.", Business and Society: Text and Cases, Robert D. Hay, Southwestern Publishing Company

"The Behavior of Collective Bargaining: A Social Science Approach", Management Theory, Research and Practice--A Search for Unity, edited by Thad B. Green and Dennis Ray, 1972

"The Employment Problem", Cases and Exercises in Personnel, William Glueck, Business Publications, Inc.

"The Music Man", Policy Formulation and Strategy Management, Schellenberger, Burgess, and Baseman

"The True Cost of Labor Turnover", Human Resource Management, Eric Flamholtz

Articles and Cases:

"Working Professionals on Corporate Social Responsibility and Multinational Corporations During a Recession", Journal of International Business and Economics, with Stephen Baglione November, 2010

"Productivity vs. Privacy For An Organization's Workforce: Preliminary Study of Working Professionals", Journal of International Management Studies, with Frank Arnold and Stephen Baglione, November, 2010

"Corporate Social Responsibility and American Business During a Recession" European Journal of Management, with Stephen Baglione, 9 (4), 84-90, 2009

“Ethical Variations By Gender, Academic Degree, and Ethical Philosophy: An Exploratory Study”, Review of Business Research, with Stephen Baglione, 9 (4), 91-99, 2009

“Productivity vs. Privacy For An Organization’s Workforce”, Journal of Academy of Business and Economics, with Frank Arnold and Stephen Baglione, 9 (3), 23-41, 2009

“An Analytical Process for Improving Success in the Introduction Of New Technology-Based Products: Barriers, Pitfalls, and Landmines”, with Stephen Baglione, Journal of Applied Management and Entrepreneurship, Jan. 2009 Vol. 14, No.1, 26-40

“Tomorrow’s Fortune 500 Companies: Critical Forces in Service And Manufacturing Firms”, with Stephen Baglione, The Journal Of Applied Management and Entrepreneurship, 2008, 13 (1), 50-67

“The Prevalence and Business Merit of Ethical Dilemmas in Competitive Intelligence”, with Stephen Baglione, The Journal Of The Academy of Business and Economics, 2007, 7 (2), 18-27

“Spirituality, Values, and Leadership Beliefs and Practices: An Empirical Study of U.S. and Chinese Business Leaders”, with Stephen Baglione, International Journal of Business Strategy, Oct., 2007, 7 (2), 32-40

“Ethics, Values, and Leadership Beliefs and Practices: An Empirical Study of U.S. and Chinese Business Executives, with Stephen Baglione, Chinese Management Studies, 1 (2), 111-125

“Revisiting Graduate Business Education: Maybe We Might Wish To Ask The Customer”, with Stephen Baglione, The Journal of The International Society of Business Disciplines, with Stephen Baglione, July, 2006, 8-14

“TQM Practices in Service Organizations: An Exploratory Study Into the Implementation, Outcomes and Effectiveness”, Managing Service Quality, with M.M. Yasin, J. Alavi, and M. Kunt, Nov. 2004, 377-389

“An Exploratory Study of Ethical Philosophies Among Graduate and Undergraduate Business Students”, Review of Business

Research, with S.L. Baglione and T.L. Wilson, Vol. III, No. I, 2004 114-120.

“An Exploratory Study of Ethical Philosophies Among Graduate and Undergraduate Business Students”, Review of Business Research, with S.L. Baglione and T.L. Wilson, Vol. III, No. I, 2004 114-120.

“An Exploratory Study of Ethical Philosophies Among Graduate and Undergraduate Business Students”, Review of Business Research, with S.L. Baglione and T.L. Wilson, Vol. III, No. I, 2004 114-120.

“A Longitudinal Study of the Impact of Intrepreneurial Programs in Fortune 500 Firms”, Journal of Management Research, with H.M. Marcus, Vol. 3, No.1, April, 2003, pp. 11-22.

“An Empirical Investigation of the Effectiveness of Contemporary Managerial Philosophies in a Hospital Operational Setting”, International Journal of Health Care Quality Assurance, with Mahmoud M. Yasin, Linda W. Zimmerer, and Phillip Miller, Vol. 15, No. 6, 2002, pp. 268-276.

“A Longitudinal Study of the Impact of Intrepreneurial Programs in Fortune 500 Firms”, Journal of Management Research, with M.H. Marcus.

“An Empirical Investigation of the Effectiveness of Contemporary Managerial Philosophies in a Hospital Operational Setting”, International Journal of Health Care Quality Assurance, with Mahmoud M. Yasin, Linda W. Zimmerer, and Phillip Miller, Vol. 15, No. 6, 2002, pp. 268-276.

“An Examination of the Impact of Economic Variables and Cultural Values on Iranian Business Organizations”, Cross-Cultural Management: An International Journal, with Mahmoud M. Yasin and Jafar Alavi, Vol. 9, No. 1, 2002, pp. 3 – 18

“Strategic Thinking”, Undercar Digest, with Linda W. Zimmerer, Vol. 25, No. 10, May 2001, pp. 29-32.

“Relationship Marketing: When Your Customer Becomes Your Partner”, Undercar Digest, with Linda W. Zimmerer, Vol. 25, No. 12, July 2001, pp. 20-22.

“The Blacksmith’s Son”, Undercar Digest, with Linda W. Zimmerer, Vol. 25, No. 12, July 2001, pp. 42-43.

“Understanding and Using Your Financial Statements”, Undercar Digest, with Linda W. Zimmerer, Vol. 26, No. 1, August 2001, pp. 41-43.

“Managing Your Inventory to Control Cost and Improve Profits”, Undercar Digest, with Linda W. Zimmerer, Vol. 26, No. 3, October 2001, pp. 16-20.

“Understanding the Elephants Walk”, Undercar Digest, with Linda W. Zimmerer, Vol. 26, No. 4, November 2001, pp. 32-33.

“Succession Planning”, Undercar Digest, with Linda W. Zimmerer, Vol. 26, No. 5, December 2001, pp. 16-19.

“Effectiveness of Strategies Employed by Dominant Firms of the Portuguese Crystal Glass Industry”, European Business Review, with Alzira Marques, Joao Lisboa and Mahmoud M. Yasin, Vol. 12, No. 1, 2000

“Creating a Business Plan”, Undercar Digest, with Linda W. Zimmerer, Vol. 25, No. 9, April 2000, pp. 35-37.

“Overcoming Barriers to Effectiveness in a Health Care Operational Environment: Building on the Lessons of American Industry”, Health Marketing Quarterly, with L.W. Zimmerer and M.M. Yasin, Vol. 17, No. 1, pp 59-81, 1999

“An Empirical Cross-Cultural Investigation of Executive Courage: A Comparison of Iranian and Portuguese Executives,” Journal of Global Business, with J. Alavi, M.M. Yasin and Jono Lisboa, Vol. 10, No. 19, Fall, 1999.

"Developing Countries' Strategic Opportunities", Thunderbird International Business Review, with J. Alavi and M.M. Yasin, (Vol., 40, No. 3, May/June, 1998, PP. 315-331

"A Leadership Profile of American Project Managers" Project Management Journal, with M.M. Yasin (Vol., 29, No. 1, 1998)

American vs. Arab Project Managers: The Road to Effectiveness, Cross Cultural Management: An International Journal, with M.M. Yasin and M.A. Wafa, Vol. 4, No. 4, 1997, pp. 17-28

"Building a Socially Responsive Drug Testing Program", with B. W. Rockmore and F. F. Jones, Journal of Workplace Learning, Vol. 9, No. 7, 1997

"An Integrative Approach to Analyzing the Relationship of Business Information Systems Technology, Investment Strategy, and Operation Process", with B. W. Rockmore, K. D. Swinehart, and A. E. Smith, Review of Accounting Information Systems, Vol. 1, No. 2, Spring 1997, pp. 1-12

"New Venture Assessment Techniques: Tools for Improving Success", with Glen Riecken, The Entrepreneurial Executive, Vol. 1, No. 2, Fall 1996, pp. 60-70

"The Technology Maturation Process and the Role of Competitive Intelligence", with B. Wayne Rockmore and John Patrick Smith, Competitive Intelligence Review, Vol. 7, No 3, 1996, pp. 1-11

"A Case of Two "Goods" Resulting in One Bad", with R.F. Green and M.E. Steadman, Logistics Spectrum Vol. 30, No. 2, April 1996, pp. 22-24

"Technology Maturation: The Missing Element in the Development of High-Tech Entrepreneurship", with Andrew J. Czuchry, The Entrepreneurial Executive, Vol. 1, No. 1, Fall 1995, pp. 17-24

"Pressures From Stakeholders Hit Japanese Companies", with M.E. Steadman and R.F. Green, Long Range Planning, Vol. 28, No. 6, 1995 pp. 29-37

"The Role of Benchmarking in Achieving Continuous Service Quality", with M. M. Yasin, International Journal of Contemporary Hospitality Management, Vol.7, No. 4, 1995, pp. 27-32

"Achieving New Venture Success in the Emerging Arab Countries: A Study of Comparative Cultures and Strategies in Two Segments of the Arab World", with M.M. Yasin, Cross Cultural Management: An International Journal, Vol., No. 4, 1995 pp. 3-14

"Advising Your Clients About Environmental Accounting Issues", with M. E. Steadman and R. F. Green, Managerial Auditing Journal, Vol. 10, No. 8, 1995, pp. 52-55

"Adapting a Strategic Management Model to Hospital Operating Strategies: A Model Development and Justification", with K.D.

Swinehart and S. Oswald, Journal of Management in Medicine, Vol. 9, No. 2, 1995, pp. 34-47

"The Impact of Environmental Turbulence on American Hospital Strategies", with R.F. Green and B.W. Rockmore, Journal of Management in Medicine, Vol. 9, No. 6, 1995, pp. 6-15

"The Relationship Between Culture, Stakeholder Interest, and Management Style: A Comparison of United States and Japanese Firms", with M. E. Steadman and R. F. Green, International Journal of Management, Vol. 11, No. 2, June 1994, pp. 707-712

"The Role of Buyer Sophistication in Competitive Bidding", with R.F. Green and M.E. Steadman, Journal of Business and Industrial Marketing, Vol. 9, No. 1, 1994, pp. 50-57

"Manufacturing Technology: Strategic Opportunities for Success", with R. F. Green and M. M. Yasin, Information Strategy: The Executive Journal, Vol. 10, No 2, Winter 1994, pp. 38-43

"Accounting for Environmental Contingencies: The Impact on Small Business Strategies", with M. E. Steadman and R. F. Green, Journal of Business Strategies, Vol. 10, No. 2, Fall, 1993, pp. 112-122

"Voluntary Turnover Among Middle-Level Managers: An Analysis of Perceived Causes", with G. S. Taylor, Journal of Management Studies, Vol. 4, No 3, Fall 1992, pp. 424-437

"Executive Courage Across Cultures: An Organizational Perspective", with M. M. Yasin and R. F. Green, International Journal of Commerce and Management , Vol. 2, No 1 & 2, 1992, pp. 75-87

"Cultural Values as Determinates of Executive Attitudes on Decision Making: An Empirical Evaluation", with M. M. Yasin and R. F. Green, International Journal of Value-Based Management, 1989, Vol. 2, No. 2

"Why Middle Managers Quit", with G. Stephen Taylor, International Journal of Value-Based Management, 1989, Vol. 2, No. 1

"Technical Progress: Three Ways to Keep Up", with Wayne Patterson, Journal of Education for Business, December, 1988, Vol. 64, No. 3

"Employee Stock Ownership Plans: A Powerful Tool for Increasing the Effectiveness of Financial and Managerial Strategies of Smaller Companies", Business, Jan--March, 1988, Vol, 38, No. 1 (with Norman Scarborough)

"Personality Test for Potential Employees: More Harm Than Good", Personnel Journal, September, 1987 (with S. Taylor)
"Strategic Planning for Small Business", Business, April, May, June, 1987, Vol., 37, No. 2 (with Norman Scarborough)

"Understanding Power and Decision Making and the Middle Manager", Mid-South Journal of Business and Economics, Vol. XI, No. 1, October, 1986 (with W. Patterson and R. Daniels)

"Doing Business in Third World Countries", Business, April--June, 1986, Vol. 36, No. 2 (with S. Smedley)

"Microcomputers: Finding a Home in Textiles", Textile Marketing and Technology, March--April, 1986, Vol, 4, No. 2

"Discovering and Managing Creativity in the Firm", Mid-South Business Journal, Oct. 1985, Vol. V, No. 4 (with J. M. Patrick and J. W. Patterson

"Situational Ethics: An Empirical Study of Differentiators of Student Attitudes", Journal of Business Ethics, June, 1985, Vol. 4, No. 3 (with C. W. McNichols)

"Process Control in the Dyeing Industry", Textile Marketing and Technology, April--May, 1985, Vol. 3, No. 3

"Strategic Initiatives", Textile Marketing and Technology, Feb--March, 1985, Vol 3, No. 2

"Modeling Strategic Acquisition Policies: A Simulation of Executives" Acquisition Decision", Academy of Management Journal, 1984, Vol. 27, No. 2 (with M. J. Stahl)

"Measuring Innovation, Productivity, and Job Performance of Professionals: A Decision Modeling Approach", I.E.E. Transactions in Engineering Management, February, 1984, Vol. EM-31, No. 1 (with M. J. Stahl and A. Gulati)

"Grasping the Fundamentals of Technological Forecasting", Business Journal, Winter, 1983, Vol. 8, No. 1 (with Wayne Patterson)

"Motivating Your R & D Staff", Research Management, Sept--Oct, 1983, Vol, XXVI, No. 5 (with G. Manners and J. Steger)

"Effective Conflict Management", Mid-South Business Journal, July, 1983, Vol. III, No. 3 (with K. Fitzpatrick)

"Using Decision Modeling to Examine Management Consensus of a Maintenance Management Control System", Journal of Operations Management, March 1983, Vol. 3, No. 2 (with Michael J. Stahl)

"Modeling Product Development Decision Policies of Managers and Management Students: Differences Between Subjective and Relative Weights", I.E.E.E. Transactions on Engineering Management, February, 1983, Vol. EM-30, No. 1 (with Michael J. Stahl)

"How to Link Management Style to Subordinate Personalities", Management Review, October, 1982 (with Joseph A. Steger and George E. Manners, Jr.)

"Improving Human Resources and Career Planning Through the Application of Fractional Flow Modeling", Appalachian Business Review, Vol. 9, No. 3, Fall, 1982 (with Tim Fry)

"Human Resources Forecasting: Why and Where to Begin", Personnel Administrator, May, 1982, Vol, 27, No. 5 (with Norman Scarborough)

"Acquisitions and Mergers About Financial Institutions", Baylor Business Studies, May, June, July, 1982, Vol. 13, No. 2 (with Roger Owens)

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"Environmental Contingencies: Protecting Your Client's Strategic Interests", with M. E. Steadman and R. F. Green, American Accounting Association -- Mid-Atlantic, March, 1994

"Accounting for Environmental Liabilities: Mandating the Internalization of an External Threat", with R. F. Green and M. E. Steadman, The Institute for Management Science - Southeast Chapter, October, 1993

"Buyer Sophistication and the Competitive Bid Process", with R. F. Green and M. E. Steadman, American Management Foundation, October, 1993

"Small Manufactures Beware: Environmental Accountants Want to Clean Up Your Balance Sheet", with M. E. Steadman and R. F. Green, American Management Foundation, October, 1993

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"Manufacturing Facility Structure and Strategy Implementation: Product Design Engineering and Product Market Location", with R. W. Moore, Southern Management Association, 1991

"Trends in Patents Issued by the United States, (1962-1987): Assessing the 'Yellow Peril'", with J.P. Smith, Midwest Sociological Society, 1991

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"Modeling Acquisition Decisions of Business Policy Professors", American Institute of Decision Sciences--Southeast Division, February, 1983 (with Michael J. Stahl)

"Modeling Acquisition Policies in Industry: An Analysis of Executive Acquisition Decisions", Academy of Management, August, 1982 (with Michael J. Stahl)

"The Proposed Use of Multi-Attribute Utility Functions in Teaching Social Responsibility", Academy of Management--Southwest Division, March, 1982 (with Mark McKnew)

"Criteria for Maintenance Management Control Systems: Differences Between Top Management and Operational Management", Academy of Management Southwest Division, March 1982 (with Michael J. Stahl)

"Capturing Strategic Product Development Decision Policies: Differences Between Strategic and Introductory Management", Southern Management Association, November, 1981 (with Michael J. Stahl)

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"The Behavior of Collective Bargaining: A Social Science Approach", Southern Management Association, 1971

Educational Films:

"Boulder Canyon Music Company"

"Felton Manufacturing Company"

"Kimberly National Bank"

"Let the Seller Beware"

"Personal Planning: Conversation with an Expert"

"T.A.L. Airlines"

VII. PROFESSIONAL SOCIETIES AND MEMBERSHIPS

**The Academy of Management
American Institute for Decision Sciences
Alpha Kappa Psi
Beta Gamma Sigma
Phi Kappa Phi**

01/01/11

