

Brent B. Allred

Curriculum Vitae

Utah State University
Jon M. Huntsman School of Business
416 Eccles Business Building
Logan, UT 84322
Cell: (757) 239-7077
E-mail: brent.allred@usu.edu

CURRENT POSITION

Director of Global Programs and Professor of Business Administration, Jon M. Huntsman School of Business, Utah State University.

TEACHING INTERESTS

International Business, International Marketing, Global Competitive Strategy, Strategy

RESEARCH INTERESTS

Shell Corporations and Global Corruption, Patent Rights and Intellectual Property Rights Protection, Product and Process Technology Innovation and Sourcing, Strategic Management of Technology

EDUCATION

Doctor of Philosophy. *The Pennsylvania State University*, Smeal College of Business Administration, University Park, Pennsylvania, 1999. Primary field: Strategic Management. Supporting field: International Business. Committee Chair: Charles C. Snow.

Master of Business Administration, *Brigham Young University*, Marriott School of Management, Provo, Utah, 1990. Emphasis: Finance.

Bachelor of Science, *Brigham Young University*, Provo, Utah, 1988. Major: Accounting, Minor: Business Administration.

ACADEMIC POSITIONS

Utah State University, Director of Global Programs, Jon M. Huntsman School of Business (2024-present).

Utah State University, Professor of Business Administration, Jon M. Huntsman School of Business (2022-present).

William & Mary, Raymond A. Mason School of Business, Williamsburg, VA. Larry Ring Executive MBA Profession of Business (2020 – 2022), Professor of Business Administration (2016-2020), Associate Professor (2005-2015), Assistant Professor (1999-2005).

Visiting Professor, Jerusalem School of Business, Hebrew University, Jerusalem, Israel, while on leave from The College of William & Mary for the Spring of 2020.

Visiting Fellow, Clare Hall, University of Cambridge, Cambridge, UK, while on leave from The College of William & Mary for the Fall of 2019.

Semester at Sea, Institute for Shipboard Education (University of Virginia). Associate Professor, while on leave from The College of William & Mary for the Spring of 2013.

University of St. Andrews, St. Andrews, Scotland. Visiting Associate Professor, while on leave from The College of William & Mary for the Fall of 2012.

Victoria University, Wellington, New Zealand. Visiting Associate Professor, while on leave from The College of William & Mary for the 2005/2006 academic year.

The University of Queensland, Brisbane, Australia. Visiting Senior Lecturer, Dec. 2002/Jan. 2003.

American University in Bulgaria, Blagoevgrad, Bulgaria, Visiting Lecturer, Spring 1997.

The Pennsylvania State University, University Park, PA, Graduate Instructor and Research Assistant, 1994–1999.

HONORS, PRIZES, AND AWARDS

Recipient of the 2022 *Faculty Excellence Award* for the Parttime MBA Program of the Mason School of Business at The College of William & Mary. Awarded by the graduating Parttime MBA students.

Recipient of the 2018 *Outstanding Teaching Award* for the EMBA Program of the Mason School of Business at The College of William & Mary. Awarded by the graduating EMBA students.

Recipient of the 2017 *Faculty Excellence Award* for the Flex MBA Program of the Mason School of Business at The College of William & Mary. Awarded by the graduating Flex MBA students.

Recipient of the 2016 *Class of 1997 Award for Innovation in the Use of Technology* for the Mason School of Business at The College of William & Mary. Awarded by the graduating Full-time MBA students.

Recipient of the 2014 *Faculty Excellence Award* for the Flex MBA Program of the Mason School of Business at The College of William & Mary. Awarded by the graduating Flex MBA students.

Recipient of the 2012 *Faculty Excellence Award* for the EMBA Program of the Mason School of Business at The College of William & Mary. Awarded by the graduating EMBA students.

Recipient of the 2012 *Alfred N. Page Graduate Teaching Award* for the Mason School of Business at The College of William & Mary.

Recipient of the 2010 *Faculty Excellence Award* for the MBA Program of the Mason School of Business at The College of William & Mary. Awarded by the graduating MBA students.

Recipient of the 2008 *Thomas and Teri Dungan Undergraduate Teaching Fellowship*. Awarded by committee from the Mason School of Business, The College of William & Mary.

Recipient of the 2008 *Faculty Excellence Award* for the BBA Program of the Mason School of Business at The College of William & Mary. Awarded by the graduating undergraduate business students.

Recipient of the *Best Reviewer Award* from the Technology and Innovation Management Division for the 2006 Academy of Management Annual Meetings, Atlanta, Georgia.

Recipient of the 2004 *Faculty Excellence Award* for the Evening MBA Program of the School of Business at The College of William & Mary. Awarded by the graduating Evening MBA students.

Recipient of the *Best Empirical Paper* at the 2002 Academy of International Business Northeast Conference, Salisbury, MD for paper titled “The Influence of International Subsidiaries’ Technology Sourcing Strategy on Firm Performance,” (with K. Scott Swan)

Recipient of the 2002 *Outstanding Professor Award* for the BBA Program of the School of Business at The College of William & Mary. Awarded by the graduating undergraduate business students.

Recipient of the 1999 Fred Brand Award for *Outstanding Graduate Student Teacher* of the Smeal College of Business Administration, The Pennsylvania State University.

Recipient of the 1999 *William A. and Joan L. Schreyer Graduate Scholarship* in the Smeal College of Business Administration, The Pennsylvania State University.

RESEARCH

Published Research Articles in Refereed Journals

Allred, Brent B., Daniel Nielson, J. C. Sharman, and Michael Findley. 2017. Anonymous Shell Companies: A Global Audit Study and Field Experiment in 176 Countries. *Journal of International Business Studies*, 48 (5): 596-619.

Allred, Brent B. and K. Scott Swan. 2014. Process Technology Sourcing and the Innovation Context. *Journal of Product Innovation and Management*, 31 (6): 1146-1166.

Allred, Brent B. 2012. Patent Rights: When Patent Protection May Either Encourage or Discourage Innovation. *Advances in International Marketing* 23, 223-240.

Swan, K. Scott and Brent B. Allred. 2009. Does ‘The China Option’ Influence the Subsidiary Technology Sourcing Mix? *Journal of International Management* 15 (2): 169-180.

Allred, Brent B. and Walter G. Park. 2007. Patent Rights and Innovation: Empirical Evidence from National and Firm Level Data. *Journal of International Business Studies* 38 (6): 878-900.

Allred, Brent B. and Walter G. Park. 2007. The Influence of National Patent Protections on Firm Innovation Investment. *Journal of International Management* 13 (2): 91-109.

Allred, Brent B., Kimberly B. Boal, and William Holstein. 2005. Corporations as Stepfamilies: A New Metaphor for Explaining the Fate of Acquired Companies. *Academy of Management Executive* 19 (3): 23 – 37.

Allred, Brent B. and H. Kevin Steensma. 2005. Innovation in International Industries: The Influence of National Context and Industry Structure. *Management International Review* 45 (4): 383-412.

Allred, Brent B. and K. Scott Swan. 2005. The Mediating Role of Innovation Strategy on the Influence of Industry Structure and National Context on Firm Performance. *Journal of International Management* 11 (2): 229 – 252.

Swan, K. Scott, Mike Kotabe, and Brent B. Allred. 2005. Exploring Robust Design Capabilities, Their Role in Creating Global Products, and Their Relationship to Firm Performance. *Journal of Product Innovation and Management*, 22 (2): 144 – 164.

Allred, Brent B. and K. Scott Swan. 2004. Global versus Multidomestic: Culture's Consequences on Innovation. *Management International Review*, 44 (Special Issue 1): 81 – 105.

Allred, Brent B. and K. Scott Swan. 2004. Contextual Influences on International Subsidiaries' Product Technology Strategy. *Journal of International Management*, 10 (2): 259 – 286.

Swan, K. Scott and Brent B. Allred. 2003. A Product and Process Model of the Technology-Sourcing Decision. *Journal of Product Innovation and Management*, 20 (6): 485 – 496.

Allred, Brent B., Charles C. Snow, and Raymond E. Miles. 1996. Characteristics of Managerial Careers in the 21st Century. *Academy of Management Executive*, 10 (4): 17 – 27. Article republished as a chapter in: Yochanan Altman (ed.), *Careers in the New Millennium, Causes, Challenges, and Consequences*, ACCO: Leuven, Belgium, 1997.

Manuscripts in process

Brent B. Allred, Daniel Nielson, J. C. Sharman, and Michael Findley. Don't Hide in Your Shell (Corporation): Pricing Risk in Creating Anonymous Shell Corporations.

Dissertation

The Effects of National Context and Industry Structure on Firm Strategy and Performance. 1999.

Published Book Chapters

Allred, Brent B. and K. Scott Swan. 2007. Is “Do What You Do Best and Outsource the Rest” Really a Good Technology Sourcing Strategy? In Stephen Tallman (ed.), *A New Generation in International Strategic Management*. Edward Elgar Publishing.

Snow, Charles C., Raymond E. Miles, and Brent B. Allred. 2003. Managing Leading-Edge Multinational Corporations. In R. Bruce McKern (ed.), *Managing the Global Network Corporation*, Routledge, London: 201 – 219.

Swan, K. Scott, Brent B. Allred, and Aldor Lanctot. 2001. Antecedents and Performance Outcomes of International Subsidiaries' Technology Sourcing Strategy. In Tanya Boone and Ram Ganeshan (eds.), *New Directions in Supply-Chain Management: Technology, Strategy, and Implementation*, AMACOM, New York: 282 – 305.

Other Publications

Allred, Brent B. 2001. Invited book review of *Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation*, By Georg Von Krogh, Kazuo Ichijo, and Ikujiro Nonaka. *Academy of Management Executive*, 15 (1): 161 – 162.

Published Conference Proceedings

Allred, Brent B. and K. Scott Swan. 2005. Is 'Do What You Do Best and Outsource the Rest' Really a Good Technology Sourcing Strategy? Presented and published in the *Proceedings* of the ANZIBA Conference, Melbourne, Australia.

Allred, Brent B. 2003. The Influence of National Contextual Factors on Firm Performance, as Mediated by Innovation Strategy. Presented at and published in the *Proceedings* of the Academy of International Business - NE Conference, Manchester, NH.

Allred, Brent B. and K. Scott Swan. 2003. Process Technology Sourcing Strategy and Positional Advantage across Product Technology Contexts. Presented at and published in the *Best Papers Proceedings* of the Academy of Management Annual Meeting, Seattle, WA.

Perry, Lee Tom, and Brent B. Allred. Ecobottles, Ltd. 1998. A decision-oriented case presented at and published in the *Proceedings* of the Annual Meetings of The Western Casewriters Association, Portland, Oregon.

Presentations

Brent B. Allred, Michael Findley, Daniel Nielson, and J. C. Sharman. 2023. Using Field Experiments in International Business Research: Price Insensitivity to Risk in Creating Anonymous Shell Corporations. Presented at the Academy of International Business Annual Meetings, Warsaw, Poland.

Brent B. Allred, Daniel Nielson, J. C. Sharman, and Michael Findley. Using Field Experiments in International Business Research: Don't Hide in Your Shell (Corporation). Presented in the Clare Hall (University of Cambridge) Visiting Fellow Speaker Series. September 2019.

Brent B. Allred, Michael Findley Daniel Nielson, and J. C. Sharman. 2018. The Value of Using Fields Experiments in IB Studies and an Application through a Study of the Price of Corruption. Presented at the Academy of International Business Annual Meetings, Minneapolis, Minnesota.

Brent B. Allred, Daniel Nielson, J. C. Sharman, and Michael Findley. 2016. Like Nobody's Business: A Global Field Experiment on Institutions and Anonymous Incorporations in 176

Countries. Presented at the *Journal of International Business Studies*' Paper Development Conference (Feb. 25-26, 2016 in London, England).

Brent B. Allred and K. Scott Swan. 2013. A Moderating Model of the Influence of International Subsidiaries' Process Technology Sourcing Strategy on Positional Advantage. Presented at the 20th International Product Development Management Conference, Paris, France. This paper was invited to be submitted to a Special Issue of *Journal of Product Innovation Management*.

K. Scott Swan and Brent B. Allred. 2008. Does 'The China Option' Influence the Subsidiary Technology Sourcing Mix? Presented at the 9th Annual International Business Research Forum & 2nd Annual Offshoring Research Network, Philadelphia, Pennsylvania.

Brent B. Allred and Walter G. Park. 2007. The Effects of National Patent Protection on Firm Innovation. Presented at the Academy Management Annual Meetings, Philadelphia, Pennsylvania.

Brent B. Allred, Frank T. Rothaermel, and K. Scott Swan. 2007. Technology Sourcing and SBU Performance: The Interaction between Process Technology, Sourcing Strategy and Innovation Context. Presented at the Academy of International Business Annual Meetings, Indianapolis, Indiana.

Brent B. Allred and Walter G. Park. 2007. The Effects of National Patent Protection on Firm Innovation. Presented at the Academy of International Business Annual Meetings, Indianapolis, Indiana.

Brent B. Allred and K. Scott Swan. 2006. The Influence of 'The China Option' on Subsidiary Technology Sourcing Strategy. Presented at the Academy of Management Annual Meetings, Atlanta, Georgia.

K. Scott Swan and Brent B. Allred. 2006. Does 'The China Option' Influence the Technology Sourcing Mix? Presented at the Academy of International Business Annual Meetings, Beijing, China.

Brent B. Allred and K. Scott Swan. 2006. The Influence of 'The China Option' on Subsidiary Technology Sourcing Strategy. Invited presented at Tsinghua University, Beijing, China.

Allred, Brent B. and K. Scott Swan. 2005. Is '*Do What You Do Best and Outsource the Rest*' Really a Good Technology Sourcing Strategy? Presented at the ANZIBA Conference, Melbourne, Australia.

Allred, Brent B. and H. Kevin Steensma. 2004. Innovation in International Industries: The Influence of National Context and Industry Structure. Presented at the Academy of Management Annual Meeting, New Orleans, LA.

Allred, Brent B. and K. Scott Swan. 2004. The Mediating Role of Innovation Strategy on the Relationship between Industry Structure and National Context with Firm Performance. Presented at the Academy of International Business' Annual Meeting, Stockholm, Sweden.

Allred, Brent B. and K. Scott Swan. 2004. The Mediating Role of Innovation Strategy on the Influence of Industry Structure and National Context on Firm Performance. Presented at the 5th Annual International Business Research Forum, Temple University, Philadelphia, PA.

Allred, Brent B. 2003. The Influence of National Contextual Factors on Firm Performance, as Mediated by Innovation Strategy. Presented at and published in the *Proceedings* of the Academy of International Business - NE Conference, Manchester, NH.

Allred, Brent B. and K. Scott Swan. 2003. Process Technology Sourcing Strategy and Positional Advantage across Product Technology Contexts. Presented at and published in the *Best Papers Proceedings* of the Academy of Management Annual Meeting, Seattle, WA.

Allred, Brent B. and K. Scott Swan. 2003. Contextual Influences on International Subsidiaries' Product Technology Strategy. Presented at the Presented at the 4th Annual IB Research Forum, Temple University, Philadelphia, PA.

Allred, Brent B. and Swan K. Scott. 2002. The Influence of International Subsidiaries' Technology Sourcing Strategy on Firm Performance. Presented at the Academy of International Business Northeast Conference, Salisbury, MD. Won the *Best Empirical Paper Award* for the conference.

Allred, Brent B. 2001. The Influence of National Context and Industry Structure on Innovation Strategy for Firms Competing in Global versus Multidomestic Industries. Presented at the Academy of Management Annual Meeting, Washington D. C.

Swan, K. Scott and Brent B. Allred. 2001. A Predictive Framework and Empirical Test of International Subsidiaries' Technology Sourcing Strategy. Presented at the Academy of Management Annual Meeting, Washington D. C.

K. Scott Swan, and Brent B. Allred. 2001. The Implications of Knowledge Management from an International Subsidiaries' Technology Sourcing Strategy Perspective. Presented at the Batten Young Scholars Forum, Williamsburg, VA.

Allred, Brent B. 2000. The Influence of National Context on Firm Innovation Strategy and Performance. Presented at the Academy of Management Annual Meeting, Toronto, Canada.

K. Scott Swan, and Brent B. Allred. 2000. An Empirical Test of International Subsidiaries' Technology Sourcing Strategy. Presented at the Batten Young Scholars Forum, Williamsburg, VA.

Ghadar, Fariborz, and Brent B. Allred. 1999. Discovering How the Effective Management of Cross-Cultural Teams in Network Organizations Leads to Competitive Advantage. Presented at the ICEDR Forum "Leadership Development for Next-Generation Organizations", Pasadena, California.

Allred, Brent B., Kimberly Boal, and Donald D. Bergh. 1998. The Fate of Corporate Acquisitions: Using Stepfamily Theory to Predict Acquisition Retention and Divestiture. Presented at the Academy of Management Annual Meeting, San Deigo, California.

Perry, Lee Tom, and Brent B. Allred. Ecobottles, Ltd. 1998. A decision oriented case presented at and published in the proceedings of the annual meetings of The Western Casewriters Association, Portland, Oregon.

Donald D. Bergh, Brent B. Allred, and Martin Kilduff. 1997. Selection and Fate of Corporate Acquisitions: Birds of a Feather or Opposites that Attract? Presented at the British Academy of Management Annual Conference, London, England.

Fariborz Ghadar and Brent B. Allred. 1997. Global Survival and Competitiveness for MNCs based in Emerging Markets. Presented at the Global CEO Conference, Seoul, Korea.

Brent B. Allred. 1996. The Impact of National Culture on Top Management Strategic Thinking. Presented at the Academy of Management Annual Meeting, Cincinnati, Ohio.

Brent B. Allred. 1996. Delegitimation: The Loss of Organizational Legitimacy. Presented at the Western Academy of Management Conference, Banff, Alberta, Canada.

Charles C. Snow, Raymond E. Miles, and Brent B. Allred. 1995. Careers in the Twenty-First Century. Presented at the Annual International Association of Corporate and Professional Resources Conference, San Francisco, California.

TEACHING (Full Instructional and Course Design Responsibilities)

Utah State University, Professor of Business Administration, Jon M. Huntsman School of Business, Utah State University, August 2022 – present.

International Management, Spring 2024, Undergraduate (2 sections)

International Marketing, Spring 2024, Undergraduate

System Strategy and Problem Solving, Fall 2023, Undergraduate

International Management, Fall 2023, Undergraduate

International Marketing, Fall 2023, Undergraduate

System Strategy and Problem Solving, Spring 2023, Undergraduate

International Management, Spring 2023, Undergraduate

International Marketing, Spring 2023, Undergraduate

International Management, Fall 2022, Undergraduate

International Marketing, Fall 2022, Undergraduate

William & Mary, Full/Associate/Assistant Professor of Business Administration, Raymond A. Mason School of Business, 1999 to 2022.

Global Business Immersion 2, Summer 2021 (1 section), EMBA Program

Global Competitive Strategy, Spring 2022 (2), Full Time MBA Program (4.9/5.0)

Strategic Management, Spring 2022 (1), EMBA Program (4.9/5.0)

Global Competitive Strategy, Fall 2021 (1), Part Time MBA Program (5.0/5.0)

Global Competitive Strategy, Spring 2021 (2), Full Time MBA Program (4.9/5.0)

Global Business Immersion 2, Summer 2021 (1), EMBA Program (4.5/5.0)

Strategic Management, Spring 2021 (1), EMBA Program (4.2/5.0)

Strategic Management, Spring 2019 (1), EMBA Program (4.9/5.0)

Global Competitive Strategy, Fall 2018 (1), FLEX MBA Program, (5.0/5.0)

Management in Int'l Environment, Summer 2018 (1), Global Business Minor Program (Rating: 5.0/5.0)

Strategic Management, Spring 2018 (1), EMBA Program (5.0/5.0)

Global Competitive Strategy, Spring 2018 (2), Full Time MBA Program (4.8/5.0)

Strategy, Fall 2017 (1), Online MBA Program, (4.4/5.0)

Global Competitive Strategy, Fall 2017 (1), FLEX MBA Program, (4.9/5.0)

Strategic Management, Spring 2017 (1), EMBA Program (4.4/5.0)

Global Competitive Strategy, Spring 2017 (2), Full Time MBA Program (4.5/5.0)
Global Competitive Strategy, Fall 2016 (1), FLEX MBA Program, (5.0/5.0)
Strategic Management, Spring 2016 (1), EMBA Program (4.9/5.0)
Global Competitive Strategy, Spring 2016 (2), Full Time MBA Program (4.6/5.0)
Global Competitive Strategy, Fall 2015 (1), FLEX MBA Program (4.8/5.0)
Strategic Management, Spring 2015 (1), EMBA Program (4.8/5.0)
Global Competitive Strategy, Spring 2015 (2), Full Time MBA Program (4.9/5.0)
Global Competitive Strategy, Fall 2014 (1), FLEX MBA Program (4.9/5.0)
International Business, Fall 2014 (1), UG Program (4.7/5.0)
Strategic Management, Spring 2014 (1), EMBA Program (4.5/5.0)
Global Competitive Strategy, Spring 2014 (3), Full Time/FLEX MBA Programs (4.7/5.0)
Global Competitive Strategy, Fall 2013 (1), FLEX MBA Program (4.8/5.0)
Strategic Management, Summer 2013 (1), EMBA Program (4.9/5.0)
Global Competitive Strategy, Spring 2013 (3), Full Time/FLEX MBA Programs (4.9/5.0)
Strategic Management, Spring 2012 (1), EMBA Program (4.7/5.0)
Global Competitive Strategy, Spring 2012 (3), Full Time/FLEX MBA Programs (4.4/5.0)
International Business, Fall 2011 (1), UG Program (4.5/5.0)
Global Competitive Strategy, Spring 2011 (4), Full Time/FLEX MBA Programs (4.2/5.0)
International Business, Fall 2010 (1), UG Program (4.6/5.0)
Global Competitive Strategy, Spring 2009 (3), Full Time/FLEX MBA Programs (4.6/5.0)
International Business, Fall 2009 (1), UG Program (4.8/5.0)
Strategies for Entrepreneurship, Spring 2009 (1), UG Program (4.8/5.0)
Global Competitive Strategy, Spring 2009 (2), Full Time MBA Program (4.6/5.0)
International Business, Fall 2008 (1), UG Program (4.7/5.0)
Strategic Management of Entrepreneurship, Summer 2008 (1), Business School UG Study
Abroad Program in Budapest, Hungary (4.4/5.0)
Global Strategic Management, Summer 2008 (2), EMBA Program (Williamsburg and
Northern Virginia (4.2/5.0)
Global Competitive Strategy, Spring 2008 (2 sections), Full Time MBA Program (4.0/5.0)
International Business, Spring 2008 (1), UG Program (4.9/5.0)
Global Competitive Strategy, Spring 2007 (2), Full Time MBA Program (4.5/5.0)
International Business, Spring 2007 (1), UG Program (4.7/5.0)
Global Competitive Strategy, Fall 2006 (1), Flex (Evening) MBA Program (4.5/5.0)
International Business, Spring 2005 (1), UG Program (4.6/5.0)
Global Competitive Strategy, Spring 2005 (1), Evening MBA Program (4.7/5.0)
Strategic Management, Fall 2004 (5), UG Program (4.5/5.0)
Contemporary Cuban Business (BUAD 492-11), Spring 2004 (1)
Global Competitive Strategy, Spring 2004 (1), Evening MBA Program (4.8/5.0)
Strategic Management, Fall 2003 (5), UG Program (4.6/5.0)
Strategic Management, Fall 2002 (5), UG Program (4.6/5.0)
Strategic Management, Fall 2001 (5), UG Program (4.6/5.0)
Strategic Management, Spring 2001 (2), UG Program (4.4/5.0)
Strategic Management, Fall 2000 (3), UG Program (4.5/5.0)
Strategic Management, Fall 1999 (5), UG Program (4.0/5.0)

Hebrew University, Visiting Professor, Spring 2020.
Management in the International Environment

Semester at Sea, Associate Professor, Spring 2013.

Strategic Management, International Business (2 sections)

Victoria University of Wellington, Visiting Assoc. Professor, August 2005–April 2006.

Strategic Management, *Student Rating: 4.9/5.0*

The University of Queensland, Visiting Lecturer, December 2002 – January 2003.

Strategic Management, *Student Rating: 4.9/5.0*

The Pennsylvania State University, Instructor

Department of Management and Organization, 1994 to 1999

Average student rating earned across courses taught at Penn State: 6.0/7.0

Basic Management Concepts (mass section), Spring 1999, Fall 1998

Strategic Management, Summer 1999, Summer 1998 (2), Fall 1997, Summer 1997

Contemporary Issues in Management, Summer 1996

International Business, Spring 1996 (2)

Fundamentals of Management, Summer 1995

American University in Bulgaria (AUBG), Visiting Lecturer, Spring 1997

Average student rating earned across courses taught at AUBG: 4.7/5.0

International Strategic Management, Spring 1997 (2)

Entrepreneurship - Dynamics of Small Enterprises, Spring 1997

The Pennsylvania State University, Instructor

Department of Distance Education, 1996 to 1999

Leadership and Motivation/Organizational Behavior (February 1995 to 1999)

Other instructional/administrative responsibilities at **The Pennsylvania State University**:

Global Strategy and Organization

Co-designer of MBA elective with Professors Charles C. Snow and Harry Korine.

Assisted with the administration and evaluation of this course in 1998, 1997, 1996.

EXECUTIVE EDUCATION

Cenevia Health Busienss Services – “Strategy at Cenevia” (June 2024), a full day seminar for Cenevia’s Board of Directors and Executive team. This seminar focused on providing these key decision makers with strategic tools to help develop and implement their overarching strategy and strategic plan going forward.

C&F Bank – “Empowering Middle Managers” (May 2023), a full day seminar for rising high potential managers. This seminar focused on providing these managers with key strategic tools and encouraged them to not only think strategically different but to quickly apply them to their departments.

Perdue Farms – “*Strategic* Management” and “Change Management” Programs (2020 – 2022). These multiday seminars are part of Perdue’s Leadership Capitalize program focusing on high potential managers at the vice president and director levels. This training program

provides participants with a fundamental understanding of critical business strategy and change concepts to help them better run their business units and prepare for executive opportunities in the future.

Beckman Coulter - Center for Corporate Education Program (October 2016) Taught on three of the five days of this program targeting the leadership and strategic development of high potential managers with the organization.

Center for Corporate Education Certificate in Business Management, “Strategic Management”, a full day seminar for participants in W&M’s Mason School of Business’ Certificate in Business Management. This was the 1st day of a five-day program providing participants with a fundamental understanding of critical business concepts to help them better run their own businesses or improve in their current job capacity. This program has been offered numerous times between 2016 - 2019.

James City County Small Business Incubator, “Strategic Management for Entrepreneurs”, a ½ day seminar for young companies in the JCC Incubator. In addition to the initial presentation, there is an individual follow-up with each company, involving the application and discussion of seminar concepts and models. This seminar has been given several times from 2007 to the present.

Patient Advocate Foundation. “Strategic Management Seminar” (November 2008), a ½ day presentation at the PAF headquarters, Newport News, VA. For this program, a seminar of the core strategic management models and concept, with an emphasis on Non-Profit Organizations, was presented to top management members of this foundation.

24/7 Customer, Bangalore, India, “Strategic Management for the Information Age” (May 2006), a full day seminar offered to senior executives and upper-level managers of one of India’s largest BPO (Business Process Outsourcing, providing services such as call centers) firms. For this seminar, the fundamentals of strategic management were presented within the context of the current state of outsourcing of information services and technology and the role that India plays in this area, both now and in it in the future.

BASF Corporation. “Marketing Concepts and Strategies Workshop”, a 3 ½ day program for mid and top-level managers, teaching core strategic management and marketing principles in a company that is primarily engineering and sales oriented. I was a co-instructor with Fariborz Ghadar (The Pennsylvania State University), teaching the strategic management sessions. This program has been one the best-received externally developed executive programs at BASF and has been delivered thirteen times between 1999 - 2004 at various locations.

National League of Cities. “Strategic Management Seminar” (June 2003), a ½ day presentation at the Annual Trustees Conference, Williamsburg, VA. For this program, I presented a seminar of core strategic management concept to the trustees and board of directors from member cities and municipalities.

FELLOWSHIPS AND GRANTS

Clare Hall Visiting Fellowship, University of Cambridge, Fall 2019.
Summer Research Grant, Mason School of Business, The College of William & Mary, 2021, 2020, 2019, 2018, 2017, 2016, 2015, 2010, 2009, 2008, 2007, & 2005.

Faculty Research Assignment (sabbatical), The College of William & Mary, 2019/2020, 2012/2013 & 2005/2006 academic years.

Dungan Undergraduate Teaching Fellowship, Mason School of Business, The College of William & Mary, 2008/2009 academic year.

Summer Research Grant, The College of William & Mary, 2004, 2003, & 2002.

SERVICE

Utah State University

International Business Club advisor, 2022 – present.

William & Mary

Raymond A. Mason School of Business Service

Faculty Affairs Committee, 2021 - 2022, 2015 - 2018 (Chair AY 2016-2017).

EMBA and FT MBA Assurances of Learning Committees, 2018 – 2022.

Curriculum Committee, 2020-2021 & 2008-2015 (Chair for AY 2010/2011 & 2011/2012)

Mason School of Business Faculty Secretary, 2020-2021, 2018-2019.

Global Education Committee (Chair), 2014-2015.

Online MBA Design Committee, 2014.

Dean's Entrepreneurship Advisory Committee, 2008 – 2016.

MBA Experience Committee, 2008 – 2012.

BBA Curriculum Revision Committee, 2001 – 2002.

Co-chair, Batten Young Scholar Conference, 2001, 2003.

William & Mary University Service

Faculty Assembly, 2007, 2014 – 2015.

Student Conduct Council, 2009 – 2012.

Athletic Policy Advisory Committee, 2006 - 2011.

Study Abroad Committee, 2007 – 2009.

President's Internationalization Committee, 2007 – 2008.

Judicial Appeals Committee, 2000 – 2005.

Journal and Conference Review Activities

Ad hoc reviewer for the *Journal of Product Innovation Management*, 2014, 2013.

Ad hoc reviewer for the *Journal of International Management*, 2016, 2015, 2014, 2013, 2012, 2009, 2008, 2005.

Ad hoc reviewer for *Advances in International Marketing*, 2011.

Ad hoc reviewer for *Management International Review*, 2024, 2010, 2008.

Reviewer for the Academy of International Business Meetings, 2018, 2007.

Reviewer for the Academy of Management Meetings, TIM Division, 2006, 2003 (received division's 2006 Best Reviewer Award).

Ad hoc reviewer for the *Journal of MacroMarketing*, 2006.

Reviewer for the Academy of Management Meetings, IM Division, 2004.

Ad hoc reviewer for *Management International Review*, special issue on Contemporary Issues in Multinational Strategy and Structure, 2002.

Ad hoc reviewer for the *Academy of Management Journal*, special issue on Enterprise Strategies in Emerging Economies, 1998.

Reviewer for the Academy of Management Meetings, BPS Division, 1998.

Audit Committee Member, Western Academy of Management, 1998, 1996.

PROFESSIONAL ASSOCIATIONS

Strategic Management Society
Academy of International Business

PROFESSIONAL EXPERIENCE

Symantec Software Inc., Beaverton, Oregon
Market Development Manager, 1993 - 1994

Central Point Software, Inc. (Acquired by Symantec Software Inc.), Beaverton, Oregon
Senior Financial Analyst, 1992 - 1993

Intel Corporation, Embedded Microcomputer Division, Chandler, Arizona
Senior Financial Analyst, 1990 - 1992

Novell, Inc., Hong Kong
Finance Internship, Summer 1989