

VITAE – DEPARTMENT OF MANAGEMENT, VIRGINIA TECH

## **DONALD E. HATFIELD**

Associate Professor

VIRGINIA TECH

DATE JOINED FACULTY: August 1993

### OFFICE ADDRESS, EMAIL ADDRESS AND PHONE:

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Falls Church, VA 22043, USA  
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### EDUCATION:

Ph.D. in Management from the Policy & Organizations Area, 1993  
Anderson Graduate School of Management, University of California, Los Angeles.

Dissertation: “Specialization or the Role of Headquarters: Why Buy Another Firm’s Subunits?” Chairman Marvin Lieberman, committee: Richard P. Rumelt, J. Fred Weston, Andrew Dick, and Benjamin Klein.

Master of Business Administration, 1985  
University of Iowa, Iowa City, Iowa  
Concentrations in Finance, Marketing, and Management Science.

Bachelor of Science (Chemical Engineering), 1981  
Iowa State University, Ames, Iowa.

### POSITIONS AT COLLEGES AND UNIVERSITIES:

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|----------------|--|
| 2014 – Present | <u>Associate Professor</u> , Department of Management, Pamplin College of Business, <b>Virginia Tech</b> , Falls Church, Virginia.   |
| 1999 – 2013    | <u>Associate Professor</u> , Department of Management, Pamplin College of Business, <b>Virginia Tech</b> , Blacksburg, Virginia.   |
| 2009 – 2017    | <u>Research Analyst</u> , Office of Research, Information and Planning, Equal Employment Opportunity Commission (EEOC), 1801 L Street N.W., Washington, DC 20507 (unpaid position) |
| 2013-2014      | <u>Associate Professor</u> , Department of Management & International Business, <b>University of Baltimore</b> , Baltimore, Maryland.  |
| 2012           | <u>Visiting Professor</u> , MBA Program, <b>CEIBS</b> , Pudong, Shanghai, P.R. China.  |

- 2010 - 2012      Visiting Professor, School of Management, **Jilin University**, Changchun, Jilin Province, P.R. China.
- 1998 – 2005      Small Business Institute (SBI), Department of Management, Pamplin College of Business, **Virginia Tech**, Blacksburg, Virginia.
- 1993 - 1999      Assistant Professor, Department of Management, Pamplin College of Business, **Virginia Tech**, Blacksburg, Virginia.
- 1992              Lecturer, Business Policy and Strategy, Department of Management, **California State University—Northridge**, Northridge, California.
- 1989 - 1990      Lecturer, Principles Of Management, **Loyola Marymount University**, Los Angeles, California.
- 1983 - 1985      Lecturer, Business Statistics, **University of Iowa**, Iowa City, Iowa.

## PUBLICATIONS:

\* Indicates my current doctoral student whereas a “+” indicates my former doctoral student, and a “<” indicates my former doctoral student who graduated from another institution.

### Refereed Journal Articles

+Samant, S., Thakur-Wernz, P., & Hatfield, D.E. (2021) “The impact of differences in internationalization processes on innovation by emerging economy firms.” International Journal of Emerging Markets, (Online publication date: 21 June 2021, <https://doi.org/10.1108/IJOEM-11-2020-1331>)

Savage, J.P.; <Li, M., Turner, S.F., Hatfield, D.E., & Cardinal, L.B. (2020). “Mapping Patent Usage in Management Research: The State of Prior Art”. Journal of Management, 46(6): 1121-1155.

+ Samant, S. Thakur-Wernz, P., & Hatfield, D.E. (2020). “Does the focus of renewable energy policy impact the nature of innovation? Evidence from emerging economies.” Energy Policy, 137 (111119).

Li, C., Yin, M. Anakhin, S., & Hatfield, D.E. (2016) “Environment, Resource Integrations, and New Ventures’ Competitive Advantage in China”, Management and Organization Review, 12(02),333-356

+Srivastava, M.K., Gnyawali, D.R. & Hatfield, D.E. (2015) "Behavioral Implications of Absorptive Capacity: The Role of Technological Effort and Technological Capability in Leveraging Alliance Network Technological Resources", Technological Forecasting and Social Change, 92:346-358.

Bruyaka, O., Ji, F., Tegarden, L.F., Hatfield, D.E., & \*Lamb, W., (2015) "Tapping regional and corporate scientific knowledge for innovation: The moderating role of scientific knowledge duration", International Journal of Innovation Management, 19(01).

Shan, B., Cai, L., Hatfield, D.E., and Tang, S., (2014) "The relationship between resources and capabilities of new ventures in emerging economies", Information Technology and Management, 15(2): 99-108

Tegarden, L.F., +Lamb, W.B., Hatfield, D.E., & \*Ji, F.X., (2012), "Bringing emerging technologies to market: Does academic research promote commercialization exploration and exploitation?" IEEE Transactions on Engineering Management, 59(4): 598-608.

Maggitti, P.G., Coff, R.W., Hatfield, D.E., & Ferrier, W.J. (2012) "The Dynamics of Competitive Rivalry: The Paper Fight Session", Journal of Industrial Organization Education, 6(1) DOI: 10.1515/1935-5041.1039.

Artz, K.W., Norman, P.M., Hatfield, D.E., and Cardinal, L.B. (2010) "Firm Performance: A Longitudinal Study Of The Impact Of R&D, Patents, And Product Innovation", Journal of Product Innovation Management, 27: 725-740 (an earlier version of this paper was published in the Academy of Management Best Paper Proceedings in 2003, TIM Division).

Hatfield, D.E., +Lamb, W.B., and Tegarden, L.F. (2007) "In the shadow of giants: Co-location with dominant firms in the emerging fiber optics industry" Industry and Innovation, 14: 445-460.

+Mu, S.C., Gnyawali, D.R., and Hatfield, D.E. (2007) "Foreign subsidiaries' learning from local environments: An empirical test." Management International Review, 47(1).

Tegarden, L.F., Sarason, Y., \*Childers, J.S., & Hatfield, D.E. (2005). The engagement of employees in the strategy process and firm performance: The role of strategic goals and environment. Journal of Business Strategies, 22(2), 75-99.

Coff, R.W. and Hatfield, D.E. (2003). "Tinkering in Class: Using tinker toys to teach first-mover advantage and the resource-based view." Journal of Strategic Management Education.

Cardinal, L.B., Hatfield, D.E., and Korn, H.E. (2002). "The role of top management teams in the development of resources and capabilities." International Journal of Healthcare & Technology Management.

Hatfield, D.E., Tegarden, L.F., and \*Echols, A.E. (2001) "Facing the uncertain environment from technological discontinuities: Hedging as a technology choice strategy." The Journal of High Technology Management Research.

Cardinal, L.B., and Hatfield, D.E. (2000). "The location of corporate research and innovation productivity in the U.S. pharmaceutical industry." International Journal of Healthcare & Technology Management. (reprinted: 2001).

Tegarden, L.F., \*Echols, A.E., and Hatfield, D.E. (2000) “The value of patience and start-up firms: A re-examination of the risk/return tradeoff for firms entering emerging markets.” Entrepreneurship Theory and Practice.

Cardinal, L.B., and Hatfield, D.E. (2000) “Internal Knowledge Generation: The Corporate Research Laboratory and Innovative Productivity in the Pharmaceutical Industry.” Journal of Engineering and Technology Management.

Tegarden, L.F., Hatfield, D.E., and \*Echols, A.E. (1999) “Doomed from the start: What is the value of selecting a future dominant design?” Strategic Management Journal.

Hatfield, D.E. and Murrmann, K.F. (1999). “Diversification and win rate in NLRB certification elections.” Journal of Labor Research.

Liebeskind, J.P., Opler, T.P., and Hatfield, D.E. (1996). “Corporate restructuring and the consolidation of U.S. industry.” Journal of Industrial Economics, 44:53-68.

Hatfield, D.E., Liebeskind, J.P., and Opler, T.P. (1996). “The effects of corporate restructuring on aggregate industry specialization.” Strategic Management Journal, 17:55-72.

Lansing, P. and Hatfield, D.E. (1985). “Corporate control through the criminal system—an alternative proposal.” Journal of Business Ethics, 4:409-414.

#### Parts of Books (Chapters)

Seth, A., Carlson, K. D., Hatfield, D. E., & \*Lan, H. W. (2009). “So what? Beyond statistical significance to substantive significance in strategy research”. In D. J. Ketchen, Jr. & D. D. Bergh (Eds.), Research Methodology in Strategy and Management, Vol. 6. Boston: Elsevier.

Carlson, K.D., and Hatfield, D.E. (2004) “Strategic management research and the Cumulative Knowledge Perspective.” In Bergh D. and Ketchen, D.J. (Eds) Research Methodology in Strategy and Management, Volume 1. (In Press, Elsevier Summer 2004).

#### Data Summaries

Hatfield, Donald E.; Png, I.P.L., 2019, "TRINET Inc: Large Establishment Database", <https://doi.org/10.7910/DVN/W4GO2G>, Harvard Dataverse, V1, UNF:6:qVDgkA7W/jDa+cQHN5QIVw== [fileUNF]

#### Published Conference Proceedings:

Hatfield, D. E., Lamb, W. B., and Tegarden, L. F. (2012). “The impact of disciplined search on technology commercialization.” Proceedings of the International Conference on Corporate Governance, Ss. Cyril and Methodius University, Skopje, Macedonia, November 6-9: 370-384.

Artz, K., Norman, P.M., and Hatfield, D.E. (2003). “Firm performance: A longitudinal study of R&D, patents, and product innovation.” Academy of Management Proceedings. (a later version of this paper was published in Journal of Product Innovation Management)

WORKING PAPERS AND MANUSCRIPTS

Li, Y., Yin, M. & Hatfield, D.E., “Does Market Orientation Facilitate Open Innovation: A knowledge transfer perspective” under revision for yet to be named journal.

EDITORIAL SERVICE

Editorial Boards memberships

*Academy of Management Discoveries* (2013-present)

*Strategic Management Review* (2017-present)

*Journal of Management* (2003-2011, 2014-2020)

*Organization Science* (2005-2015)

*Academy of Management Journal* (2007-2010)

Other Editorial Service

Reviewer for *Management and Organization Review* (2017)

Reviewer for *Academy of Management Journal* (2003-present, 2010-present)

Reviewer for *Academy of Management Review* (2003-present)

Reviewer for *Management Science* (2003-present)

Reviewer for *Organizational Research Methods* (2015-present)

Reviewer for *Organization Science* (1996-1997) (2003-2005)

Reviewer for *Journal of Management Studies* (2008)

Reviewer for *Journal of Management* (2001-2003)

Reviewer for *Journal of Engineering and Technology Management* (2002-2003)

Reviewer for *Small Business Economics* (2002-2003)

Reviewer for *Technology and Innovation: Proceedings of the National Academy of Inventors* (2012-present)

Reviewer for *Academy of Management Executive* Special Issue (2000) entitled “Creating Wealth in Organizations: Insights from the Integration of Entrepreneurship and Strategic Management.”

Reviewer for the *Journal of Business Venturing* special issue on Entrepreneurial Strategic Alliances 2003

Reviewer for *Strategic Management Journal* Special Issue (2000) entitled “Entrepreneurial Strategies and Wealth Creation in the 21<sup>st</sup> Century.”

Reviewer for *Strategic Management Journal*’s “Special Issue on Technological Transformation and the New Competitive Landscape” (Summer 1995)

Reviewer for *Organization Science*’s “Managing Hypercompetition: New Organizational Form and Value Chain Strategies for Competing in Dynamic Environments” (1994)

Reviewer for the Academy of Management’s Technology and Innovation Management Division’s Dissertation Competition (2002)

Reviewer for the Strategic Management Society’s International Conference (Various divisions including “Competitive Strategy”, “Knowledge Management” & “Corporate Governance”, 2005-present)

Reviewer for Academy of International Business (2015-present)  
Reviewer for the Academy of Management's Technology and Innovation Management (TIM) Division (Named "Outstanding Reviewer", 2006)  
Reviewer for the Academy of Management's Business Policy and Strategy (BPS) Division (Named "Outstanding Reviewer", 1999)  
Reviewer for the Academy of Management's Organizations and Management Theory (OMT) Division

Other Review Services

Judge for SEC Case Competition (2013)  
Finalist Judge and Reviewer for INFORMS' Organization Science Dissertation Proposal Competition (2011)  
Reviewer for INFORMS' Organization Science Dissertation Proposal Competition (2001)  
  
External Reviewer for Rojahn Komaran re-appointment as Associate Professor, Singapore Management University (2011).  
External Reviewer for Kendall Artz's promotion to Professor, Baylor University (2007-8).  
  
Reviewer for *Strategic Management of Technology Innovation*, Melissa Schilling, McGraw-Hill/Irwin (2005).  
Reviewer for *Strategic Management and Competitive Advantage*, Jay Barney and Bill Hesterly, Prentice-Hall (2005).  
Reviewer for *Strategic Management: A Dynamic Perspective*, Mason A. Carpenter and Wm. Gerald Sanders, Prentice-Hall (2004).  
Reviewer for *Essentials of Strategic Management*, J. David Hunger and Thomas L. Wheelen, Addison-Wesley Longman, Inc. (1997).

CONFERENCE PAPERS PRESENTED

+ Samant, S. Thakur-Wernz, P., & Hatfield, D.E. , "Do Fools Rush In? The Impact of Aggressive Internationalization on the Nature of Innovation by Emerging Economy MNEs", presented at AIB-Miami, 2020 (virtual).  
  
Savage, J.P., Hatfield D.E., Cardinal, L.B., >Li, M., & Turner, S.F., "Mapping Patent Usage in Management Research: The State of Prior Art", presented at SMS-Virtual (2020).  
  
+ Samant, S. Thakur-Wernz, P., & Hatfield, D.E. , "Effects of differences in internationalization processes on technology innovations by emerging economy multinationals", presented at AIB-Copenhagen, 2019.  
  
Li, M., Hatfield, D.E., Cardinal, L.B., & Parks, C. "Horizon problem or mirage? The surprising synergy of CEO age and technology innovation.", Strategic Management Society, Paris, 2018.  
  
+ Samant, S. Thakur-Wernz, P., & Hatfield, D.E. , "How Does The Focus of Support Matter? The Impact of Government Push and Market Pull Policies on Innovation in Emerging Economies", AIB-Minneapolis, 2018

Li, M., Cardinal, L.B., & Hatfield, D.E. “Resource utilization and competitive behaviors: The moderating effect of CEO attention”, Academy of Management, 2017 in Atlanta.

Samant, S. Wernz, P.T, & Hatfield, D.E., “The impact of firm internationalization on the novelty of technology.” Submitted to the Academy of Management, 2017 in Atlanta.

Samant, S. Hatfield, D.E., Seth, A., & Thakur, P. “Innovation and technology development in emerging and advanced economies: A comparison of international patenting activity”, Strategic Management Society, Berlin 2016.

Samant, S, Hatfield, D.E., Seth, A., & Thakur, P. Paper presented as part of the New Insights on Innovation by Firms in Emerging Economies: Implications for International Business Theory and Practice panel session, AIB-New Orleans, 2016

\*Samant, S., Hatfield, D.E., & Wernz, P.T. “Technology catch up in emerging economies: Emerging versus mature technologies”, Academy of Management, 2015 in Vancouver.

Tegarden, L.F., Bruyaka, O., +Lamb, W.B., & Hatfield, D.E. “Technological disclosure versus secrecy in an emerging technology context”, Academy of Management, 2015 in Vancouver.

Bruyaka, O., Tegarden, L.F., James, T., Hatfield, D.E., & Lamb, W.B., “The effect of competition on product pioneering and following entry in the emerging technology context”, Strategic Management Society, 2015, International Conference in Denver.

\*Li, M., Hatfield, D.E., Cardinal, L.B., & Miller C.C., “How do CEOs matter? Unraveling the puzzle of CEO effects on innovation”, Strategic Management Society, 2015, International Conference in Denver.

+Zeitzmann, H.K. & Hatfield, D.E. “Dangerous Curves: How “curvilinear” relationships may impede theory development”, Strategic Management Society, 2014, International Conference in Madrid.

Bruyaka, O., Tegarden, L.F., +Lamb, W.B, & Hatfield, D.E., “Knowledge Disclosure and Product Innovation in Emerging Technology Contexts”, Strategic Management Society, 2014 International Conference in Madrid. Paper was considered for SMS Best Conference Prize.

Bruyaka, O., Tegarden, L.F., Hatfield, D.E., +Ji, F.X, & +Lamb, W.B., “Scientific revealing and firm product pioneering with an emerging fiber optics technology”, 2014 Academy of Management Conference in Philadelphia.

Thakur, P., Hatfield, D.E., & \*Samant, S. “Technology catch-up by developing countries: mature versus emerging technologies”, Strategic Management Society, 2013 International Conference in Atlanta.

\*Li, M., Hatfield, D.E., & Cardinal, L.B. “Do CEOs Matter? CEO Tenure Effects on Firm Innovation and Stock Market Performance”, Strategic Management Society, 2013 International Conference in Atlanta.

Xi, F.X., Hatfield, D.E. & Connerley, M.L., “Racial diversity of professionals and firm innovation: influence of racial diversity of managers” 2013 Academy of Management Conference in Orlando.

Hatfield, D.E. & Connerley, M.L., “Dracula’s Image in the Mirror: Does Top Management Team Diversity Reflect the Organization’s Demographics and Does it Matter?” Presentation to the 2012 Annual International Conference of the Strategic Management Society in Prague.

Li, M., Cardinal, L.B., & Hatfield, D.E., “An Examination of CEO Tenure Effects on Firm Invention: The Role of Managerial Discretion”, Presented at the 2012 Annual Meetings of the Academy of Management with the Technology and Innovation Management Division in Boston, MA.

+Ji, F.X., Gnyawali, D.R., & Hatfield, D.E., “An International Ambidexterity Model to Understand New Venture Internationalization and Growth”, Presented at the Annual Meetings of the Academy of International Business 2012 in Washington, DC.

+Ji, F.X., Hatfield, D.E., +Lamb, W.B., & Tegarden, L.F. “The Relationship Between Academic Knowledge Structure, Invention Knowledge Structure, and Invention Performance: A Longitudinal Study”, Presented at the 2011 Annual International Conference of the Strategic Management Society in Miami.

\*Zeitzmann, H.K., & Hatfield, D.E. “Agglomeration Economies and the Isolation Costs of Lone Wolves”, Presented at the 2011 Annual International Conference of the Strategic Management Society in Miami.

+Srivastava, M.K., Gnyawali, D.R. & Hatfield, D.E., “Lost in Your World? Role of Behavioral Orientation on The Impact of Alliance Portfolio on Innovation”, Presented at the 2011 Annual Meetings of the Academy of Management with the Business Policy and Strategy Division in San Antonio, TX.

Hatfield, D.E. & \*Zeitzmann, H.K. “Agglomeration Economies and the Isolation Costs of Lone Wolves”, Presented at the 2011 Jilin University International Conference on Innovation & Entrepreneurship, Changchun, China.

+Srivastava, M.K., Gnyawali, D.R. & Hatfield, D.E., “Lost In Your World? Role Of Behavioral Orientation In Leveraging Alliance Portfolio Resources For Innovation”, Presented at the 2011 ACAC Conference.

\*Ji, F.X., Gnyawali, D.R., & Hatfield, D.E. “Ambidexterity of International New Ventures: A Conceptual Model”, Accepted for the 2011 Academy of International Business in Nagoya, Japan.

Hatfield, D.E. & Connerley, M.L., “Demographic Diversity Impact Innovation?” Presented at the 2010 Annual International Conference of the Strategic Management Society in Rome, Italy.

\*Ji, F.X., \*Zeitzmann, H.K., & Hatfield, D.E. “An Ambidexterity Perspective: New Venture Early Internationalization and Growth”, Presented at the 2010 Annual International Conference of the Strategic Management Society in Rome, Italy.

\*Ji, F.X. & Hatfield, D.E. “An Ambidexterity Perspective of New Venture Internationalization”, Presented at the 2010 Atlanta Competitive Advantage Conference (ACAC).

\*Ji, F.X., Tegarden, L.F., +Lamb, W.B., and Hatfield, D.E. “Neighborhood watch and absorptive capacity: The link between academic knowledge and innovation,” Presented at the 2009 Annual Meetings of the Academy of Management with the Technology and Innovation Management Division in Chicago.

\*Ji, F.X., Hatfield, D.E., Tegarden, L.F., and +Lamb, W.B. “Looking, but not leaping: Whither and when academic research leads to commercial products in an emerging technology” Presented at the 2009 Annual International Conference of the Strategic Management Society in Washington, D.C.

+Xu, Y., Gnyawali, D.R., and Hatfield, D.E. “Alliance Network, TMT's Knowledge Structure and Technological Innovation,” Presented at the 2009 Atlanta Competitive Advantage Conference (ACAC).

Tegarden, L.F. and Hatfield, D.E. “Pushing the dominant design: The role of research publications” Presented at the 2008 Annual International Conference of the Strategic Management Society in Cologne, Germany.

Hatfield, D.E., \*Ji, F.X, +Lamb, W.B., and Tegarden, L.F. “Building on local knowledge? Cluster research publications, innovation, and cluster growth” Presented at the 2008 Annual International Conference of the Strategic Management Society in Cologne, Germany.

Tegarden, L.F., +Childers, J.S., Hatfield, D.E. and \*Wu, J. “Entry timing AND exploration for firm survival in the PC industry: As simple as falling off a bike?” Presented at the 2008 Annual Meetings of the Academy of Management with the Technology and Innovation Management Division in Anaheim, CA.

Carlson, K.D., \*Kim, B.C.P., \*Wu, J., Hatfield, D.E., and \*Braekkan, K. “Assessing the impact of strategic decision: Implications for research design.” Presented at the 2008 Annual Meetings of the Academy of Management with the Research Methods Division in Anaheim, CA.

\*Srivastava, M. and Hatfield, D.E. “In search of innovation: An examination of firm geographic and relational search behavior.” Presented at the 2007 Annual International Conference of the Strategic Management Society in San Diego, CA.

Tegarden, L.F., +Lamb, W.B., and Hatfield D.E., “Research publications and tacit knowledge: An industry life cycle perspective on why firms publish.” Presented at the 2007 Annual International Conference of the Strategic Management Society in San Diego, CA.

\*Singal, M. and Hatfield, D.E., "Ownership form and acquisition strategy: Do family-firms make better acquisitions?" Presented at the 2005 Annual International Conference of the Strategic Management Society in Vienna, Austria. Selected as a runner-up for the Booz Allen Hamilton/Strategic Management Society PhD Fellowship.

Hatfield, D.E., Connerley, M.L., and Welbourne, T.M., "Remembering the entrepreneur in entrepreneurial studies: Can we predict new venture success?" Presented at the 2005 Annual International Conference of the Strategic Management Society in Vienna, Austria.

Carlson, K.D. and Hatfield, D.E. "The problem of research progress: A cumulative knowledge perspective" Presented at the 2005 Annual Conference of the Academy of Management with the Organization & Management Theory Division in Honolulu, HI.

\*Shrivastava, M.K and Hatfield, D.E. "In search of innovation? Love thy neighbor." Presented at the 2005 Annual Conference of the Academy of Management with the Technology and Innovation Management Division in Honolulu, HI.

Tegarden, L.F., +Lamb, W.B., and Hatfield, D.E. "Locating close to dominant firms: An entry strategy in an emerging industry." Presented at the 2005 Annual Conference of the Academy of Management with the Entrepreneurship Division in Honolulu, HI.

Hatfield, D.E., and Carlson, K.D. "Closing the scientist-practitioner gap: A cumulative knowledge perspective." Presented at the 2005 Annual International Conference of the Strategic Management Society in Orlando, FL.

Hatfield, D.E., +Lamb, W.B. and Tegarden, L.F. "Innovative activity in emerging higher-technology industries: The impact of university research activity." Presented at the 2005 Annual International Conference of the Strategic Management Society in Orlando, FL.

Carlson, K.D. and Hatfield, D.E. "Research Progress: A Cumulative Knowledge Perspective" Presented at the 2005 Society of Industrial Organization Psychologist (SIOP) in Los Angeles, California.

Connerley, M.L., and Hatfield, D.E. (2005). "Organizational Diversity: Research: Lessons for Higher Education". Presented at the 2005 Mid-Atlantic Conference on the Scholarship of Diversity: Roanoke, Virginia.

Cardinal, L.B., & Hatfield, D.E. "Exploration and exploitation: Managing the tension from geographic search." Presented at the 2004 Annual International Conference of the Strategic Management Society in San Juan, Puerto Rico.

+Lamb, W.B., Hatfield, D.E., Tegarden, L.F., & \*Mu, C.S. "When and where? Investigating incumbents entry decision into an emerging industry." Presented at the 2004 Annual International Conference of the Strategic Management Society in San Juan, Puerto Rico.

\*Mu, C.S., & Hatfield, D.E. "Foreign subsidiaries learning from local environments: An empirical test." Presented at the 2004 Annual Conference of the Academy of Management with the Technology and Innovation Management Division in New Orleans.

Carlson, K.D. & Hatfield, D.E. "How much does *strategy research* matters?" Part of the symposium entitled "Creating actionable knowledge about research methods in strategic management: Some key insights into current methodological challenges" organized by D.J. Ketchen and D.D. Bergh. Presented at the 2004 Annual Conference of the Academy of Management with the Technology and Innovation Management Division in New Orleans.

Hatfield, D.E.,+ Lamb, W.B., & Tegarden, L.F. "Geographic location and entrepreneurial activity: A longitudinal study of the U.S. fiberoptics industry." Presented at the 2004 Hunter Centre for Entrepreneurship @ Strathclyde University of Strathclyde, Glasgow, Scotland.

\*Echols, A. E., Tegarden, L. F., & Hatfield, D. E. "When and how in emerging markets? Strategies to reduce early entry uncertainty with new technology investments." Presented at The 2003 Network Structure of Entrepreneurship and Innovation Symposium at Rensselaer Polytechnic Institute, sponsored by the Severino Center for Technological Entrepreneurship at the Lally School of Management and Technology.

\*Echols, A. E., Tegarden, L.F., & Hatfield, D.E. "When and how? Uncertainty reduction strategies with earlier entry into the Internet Market." Presented at the 2003 Annual International Conference of the Strategic Management Society in Baltimore, Md.

\*Childers, J.S., Tegarden, L.F., Sarason, Y., & Hatfield, D.E. "Strategy-making and firm performance: The critical link of strategic goals-moderated by environmental and organizational variables." Presented at the 2003 Annual International Conference of the Strategic Management Society in Baltimore, Md.

\*Xu, Y. and Hatfield, D.E. "Competitive network and competitive behavior: A study of the U.S. airline industry." Presented at the 2003 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in Seattle.

Hatfield, D.E. "Managing the tension between accessing external knowledge and internal coordination." Presented at the 2003 Annual Conference of the Academy of Management with the Technology and Innovation Management Division in Seattle.

Artz, K., Norman, P.M., and Hatfield, D.E. "Firm performance: A longitudinal study of R&D, patents, and product innovation." (Paper included in the Academy of Management Proceedings.) Presented at the 2003 Annual Conference of the Academy of Management with the Technology and Innovation Management Division in Seattle.

Cardinal, L.B., and Hatfield, D.E., "The location of corporate R&D labs: The coordination of external and internal knowledge." Presented at the 2002 Annual International Conference of the Strategic Management Society in Paris.

\*Mu, S.C., and Hatfield, D.E. "An intra-industry analysis of geographic clustering behavior: Do industry characteristics matter?" Presented at the 2002 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in Denver.

Cardinal, L.B., Hatfield, D.E., and Korn, H.J. "Sources of research competencies: The role of the top management team in innovation." Presented at the 2000 Annual International Conference of the Strategic Management Society in Vancouver.

\*Mu, S., and Hatfield, D.E. "The Prevalence of the Silicon Valley Phenomena: An intra-industry analysis of geographic clustering behavior." Presented at the 2000 Annual International Conference of the Strategic Management Society in Vancouver.

Johnson, D.R., Hatfield, D.E., and Voigt, C.W. "A resource-based view of firm growth: Managerial capability, diversification, and organizational learning." Presented at the 2000 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in Toronto.

Hatfield, D.E. Tegarden, L.F., and \*Echols, A.E. "Facing the uncertain environment from technological discontinuities: Hedging as a technology choice strategy." Presented at the 1999 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in Chicago.

Hatfield, D.E., and Laverty, K.J. "Market share and profitability: The moderating effects of industry and generic strategies." Presented at the 1999 Annual International Conference of the Strategic Management Society in Berlin.

Hatfield, D.E., and Murrmann, K.F. "The Labor Pains: Union organizing impacts of industry restructuring." Presented at the 1999 Annual International Conference of the Strategic Management Society in Berlin.

Hatfield, D.E. and Voigt, C.W. "Revisiting Jack and the beanstalk: What do we really know about firm growth in different contexts?" Presented at the 1998 Annual International Conference of the Strategic Management Society in Orlando. Paper was selected as a candidate for the 1998 McKinsey/SMS Best Conference Paper Prize.

Hatfield, D.E., Tegarden, L.F., and \*Echols, A.E. "Facing the uncertain environment: Hedging as a technology adoption option." Presented at the 1998 Annual International Conference of the Strategic Management Society in Orlando.

Cardinal, L.B. and Hatfield, D.E. "Corporate research locations, dispersion of knowledge, and innovative productivity in the pharmaceutical industry." Presented at the 1998 Annual Conference of the Academy of Management with the Technology and Innovation Management Division in San Diego.

Coff, R.W. and Hatfield, D.E. "Do investors anticipate hubris in acquisitions? Human capital and shared core competence as indicators of when buyers are at risk of overbidding." Presented

at the 1998 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in San Diego.

Korn, H.J., Cardinal L.B., and Hatfield, D.E. "Top management teams, competency development, and performance in the pharmaceutical industry." Presented at October, 1997 Annual Meetings of the Institute for Operations Research and the Management Sciences (INFORMS) in Dallas.

Tegarden, L.F., Hatfield, D.E., and Echols, A.E. "Doomed From the Start: What is the Value of Selecting the Eventual Dominant Design?" Presented at the 1997 Annual Meetings for the International Strategic Management Society meetings in Barcelona, Spain.

Cardinal, L.B. and Hatfield, D.E. "Corporate research location, dispersion of knowledge and innovative productivity in the pharmaceutical industry." Presented at the 1997 Annual Meetings for the International Strategic Management Society meetings in Barcelona, Spain.

Coff, R.W. and Hatfield, D.E. "When is it good to sell-off a line of business? Using expertise profiles to predict value creation in divestitures." Presented at the 1997 Annual Academy of Management meetings with the Business Policy and Strategy Division in Boston.

Cardinal, L.B. and Hatfield, D.E. "Product innovation and diversification in the U.S. pharmaceutical industry." Presented at the May, 1997 Annual Meetings of the Institute for Operations Research and the Management Sciences (INFORMS) in San Diego.

Hatfield, D.E., and Liebeskind, J.P. "Industry-level determinant of asset restructuring activity." Presented at the 1996 Annual Southern Economic Association Conference in Washington, D.C.

Coff, R.W. and Hatfield, D.E. "Using core competence to predict value creation in acquisitions." Presented at the 1995 Annual International Conference of the Strategic Management Society in Mexico City.

Coff, R.W. and Hatfield, D.E. "A resource-based view of value creation in acquisitions: An expertise-based measure of relatedness." Presented at the 1995 Annual Academy of Management meetings with the Business Policy and Strategy Division in Vancouver, B.C.

Hatfield, D.E., Liebeskind, J.P. and Opler, T.C. "Corporate restructuring, technological change, and the consolidation of U.S. industry." Presented at the 1994 Annual Academy of Management meetings with the Business Policy and Strategy Division in Dallas.

Hatfield, D.E., Liebeskind, J.P. and Opler, T.C. "The effects of corporate restructuring on the industry focus of incumbent firms." Presented at the 1993 Annual International Conference of the Strategic Management Society in Chicago.

Hatfield, D.E., Liebeskind, J.P. and Opler, T.C. "The impact of corporate restructuring on U.S. industry: evidence from the 1980's." Presented at the 1992 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in Las Vegas.

Hatfield, D.E. and Lavery, K.J. "What is the value of market share?" Presented at the 1991 Annual International Conference of the Strategic Management Society in Toronto.

Hatfield, D.E., Liebeskind, J.P. and Opler, T.C. "The restructuring boom of the 1980's and the structure of the U.S. industry." Presented at the 1991 Annual International Conference of the Strategic Management Society in Toronto.

Notes: \* indicates a current doctoral student at Virginia Tech (or one I worked with) at the time of the presentation or publication, while + indicates a former doctoral student at Virginia Tech at the time.

**DISCUSSANT, SESSION CHAIR, CONFERENCE ORGANIZER:**

Conference Track Chair:

"Place: How Location, Geography and Institutions Shape Innovatory Capabilities", (co-chair with Toru Yoshikawa of Singapore Management University) Globalization Of Innovation Strategies: Novel Moves For A Global Game, 2012 Singapore Special Conference of the Strategic Management Society.

"Track N: General Track", 2011 Annual International Conference of the Strategic Management Society in Miami.

Professional Development Workshops:

"Doctoral Workshop", Participant at the 2012 Strategic Management Society Special Conference in Singapore.

"Competitive Strategy Interest Group Junior Faculty and Paper Development Workshop" Co-Chair with Asli Arikan at the 2011 Annual International Conference of the Strategic Management Society in Miami, Florida (USA).

"Competitive Strategy Interest Group Junior Faculty and Paper Development Workshop" Co-Chair with Christian Stadler at the 2010 Annual International Conference of the Strategic Management Society in Rome, Italy.

"Using Information and Communication Technologies in the Remote and Traditional Classrooms", participant. Presented at the 2010 Annual Conference of the Academy of Management with the Management Education and Development Division in Montreal.

"Teaching challenges in innovation and technology management." Co-chair with R. Sanchez. Presented at the 2002 Annual Conference of the Academy of Management with the Technology Innovation Management Division in Denver.

Caucuses:

“Teaching strategy with experiential exercises.” Co-chair with R.W. Coff. Presented at the 1998 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in San Diego.

Session Chair:

“Technology and Patents”, Session Chair, at the 2011 Annual International Conference of the Strategic Management Society in Miami.

“Institutional Influences on Entry-Mode, Technology, and Location Decisions”, Session Chair, at the 2010 Annual Meetings of the Academy of Management with the CrossDivisional Paper Sessions in Montreal.

“When Does Geographic Proximity Pay?” Session Chair, at the 2008 Annual International Conference of the Strategic Management Society in Cologne, Germany.

“Strategy, Technology, & Innovation II”, Session Chair, at the 2008 Annual Meetings of the Academy of Management with the Technology and Innovation Management Division in Anaheim, CA.

“Knowing more about knowing: Expanding understanding of knowledge development” at the 2005 Annual International Conference of the Strategic Management Society in Orlando, FL.

“External Sources of Knowledge and Absorptive Capacity” at the 2002 Annual International Conference of the Strategic Management Society in Paris.

"Growth, Value, and Strategic Pathways" at the 1999 Annual International Conference of the Strategic Management Society in Berlin.

“Standards: Technical, Firm and Industry Evolution” at the 1998 Annual International Conference of the Strategic Management Society in Orlando.

Discussant (Facilitator):

“Institutional influences on entry mode, technology and location decisions" at the 2010 Annual Conference of Management (Cross-Divisions papers) in Montreal (chair & discussant)

“Innovation: Learning, Evolution, and Sin-ergy”at the 2006 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in Atlanta.

“Technology and Firm Boundaries” at the 2006 Annual Conference the Academy of Management with the Technology and Innovation Management Division in Atlanta.

“TCE: Transaction Governance.” at the 2004 Annual Conference of the Academy of Management with the Technology and Innovation Management Division in New Orleans.

“Divestitures and Spin-offs: Antecedents and Post-Divestiture Evolution” at the 2002 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in Denver.

“Firm Boundaries and Interfirm Contractual Arrangements” at the 2000 Annual Conference of the Academy of Management with the Business Policy and Strategy Division in Toronto.

Teaching Conferences:

Hatfield, D.E. “Assessment in strategy” and “The strategic management classroom environment”. Facilitator at the Strategic Management Symposium with McGraw-Hill Irwin, Chicago, Ill. (2004). Invited teaching conference.

Participant in “The Science of LEGO Serious Play Conference”, held in Phoenix, AZ (2004).

## INSTRUCTIONAL INNOVATION AND DEVELOPMENT

### Carpenter’s Toolbox Contributions:

- <http://carpenterstrategytoolbox.com/2015/01/17/rejection-therapy/>
- <http://carpenterstrategytoolbox.com/2015/01/02/confirmation-bias/>
- <http://carpenterstrategytoolbox.com/2013/12/02/paper-fight-exercise/>
- <http://carpenterstrategytoolbox.com/2012/07/23/alphabet-soup-exploring-cognitive-frames/>
- <http://carpenterstrategytoolbox.com/2012/07/20/388/>
- <http://carpenterstrategytoolbox.com/2012/07/19/short-compilation-of-experiential-exercises/>

Worked with Dr. Seth to develop ENVG (New Venture Growth) Minor (approved, Spring 2013)

Developed the course “Science and Engineering Entrepreneurship”.

Developed (with Dr. R. Sumichrast) Annual Pamplin MBA Case Competition.

Developed the “Leadership in a technology-based organizations” for the GPIT/MIT core.

This effort has become a show piece for the program.

Developing MBA Technology Concentration with ISE.

Developed Mgmt 5984 (special studies): Consulting for Non-profit Organizations, taught on an overload basis (1999-2000).

Developed Mgmt 5984 (special studies): Strategic Analysis For/In Management Applications, taught on an overload basis (2002-present).

Investigated potential for GPIT/MIT module entitled “Managing in an IT environment.”

Developed a doctoral level course on “Current Topics in Strategy” (syllabus requested by other universities as a reference).

Developed a doctoral level course on “The Economic Foundations of Strategy.”

Developed a doctoral level course on “An Overview of Strategy: Perspectives & Topics.”

Innovated the use of a “Live Case” as an assignment for both the MBA and the undergraduate strategy course.

Presented at the 1994 Academy of Management BPS division’s Preconvention “The Craft of Teaching” in Dallas.

Attended numerous teaching workshops offered by the Virginia Tech CEUT group.

Organized, co-chaired and presented the caucus entitled “Teaching strategy with experiential exercises” at the 1998 Academy of Management in San Diego.  
 Organized, co-chaired and presented the TIM Division’s Professional Development Workshop entitled “Teaching Challenges in Innovation and Technology Management” at the 2002 Academy of Management in Denver

DOCTORAL DISSERTATION COMMITTEES

	Major Year	Chair	Member Proposal, 2021
Julian Thrash			
Shaun Cordeiro	2017	Chair (plan of study)	
Mengge Li (Uof Houston)	2016	Yes	
Shantala Samant	2017	Co-Chair	
Shihao Zhou	2017		Yes
Zhao Xiaoping	2013		Yes
Hanko Zeitzmann	2012	Chair	
Fiona X. Ji,	2011	Co-Chair	
Robert Park	2011		Yes
Frank Jinpei Wu	2010		Yes
Manish Srivastava,	2007	Co-Chair	
Yang Xu,	2006	Co-Chair	
Stephan Grzeskowiak	2006		Yes
J. Stephen Childers	2005	Co-Chair	
Carolyn Shaohua Mu	2003	Co-Chair	
Ann E. Echols	2000		Yes
William B. Lamb	1997		Yes
R. Barth Strempek	1997		Yes
Maureen Bezold	1997		Yes

Hanko K. Zeitzmann, Dissertation committee Chair (Management, 2012)

David Thornblad, Comprehensive doctoral committee member (Management, 2011-present)

Hanko K. Zeitzmann, Comprehensive doctoral committee member (Management, 2010-2011)

David Thornblad, Comprehensive doctoral advisory committee chair (Management, 2010-2011)

Hanko K. Zeitzmann, Comprehensive doctoral advisory committee member (Management, 2009-2010)

Kevin H. Lan. Comprehensive doctoral committee member (Management, 2009-present)

Kevin H. Lan, Advance research paper committee member (Management, 2009)

Fiona X. Ji, Comprehensive doctoral committee member (Management, 2008-2009)

Fiona Ji, Advance research paper committee member (Management, 2008)

Robert Park, Advance research proposal committee member (Management, 2008-2009)

Frank Jinpei Wu, Advance research proposal committee member (Management, 2007-2008)

Manisha Singal, Faculty Advisor, Strategy comprehensive doctoral committee  
(Management, 2004-2007)

Patricia (Trish) Boyles, Comprehensive committee member (Management, 2004-2007)

Manish Srivastava, Faculty advisor, Strategy comprehensive doctoral committee  
(Management, 2003-2005)

Jiyun Wu, OT comprehensive committee member (Management, 2004-2005)

Manisha Singal, Faculty advisor, Strategy pre-comprehensive doctoral committee  
(Management 2005-2007)

Martin W. Nyberg, Strategy pre-comprehensive doctoral committee (Management, 2000-  
2004)

Jennifer Oyler, OT comprehensive committee member (Management, 2003-2004)

Eric Cartaya, OT comprehensive committee member (Management, 2003)

Yang Xu, Faculty Advisor, Strategy Comprehensive doctoral committee (Management,  
2003)

J. Stephen Childers, Faculty Co-advisor (with L.F. Tegarden), Strategy comprehensive  
doctoral committee (Management, 2002)

Carolyn Shaohua Mu, Faculty Advisor, Strategy doctoral comprehensive committee  
(Management, 2001)

Brad Geiger, Strategy doctoral comprehensive committee (Management, 2000)

Doug Spadaro, Strategy doctoral dissertation committee (Management, 1996-2001)

Jamie Hendry, Strategy/OT doctoral comprehensive committee (Management, 1998)

Craig VanSandt, Strategy doctoral comprehensive committee (Management, 1998)

Mark Whittaker, OT comprehensive committee member (Management, 1998-present)

Ann E. Echols, OT doctoral comprehensive committee (Management, 1997)

Virginia Gerde, Strategy doctoral comprehensive committee (Management, 1996)

Michael Goldsby, Strategy doctoral comprehensive committee (Management, 1996)

Jeff Goldwin, OT ad hoc comprehensive committee member (Management, 1996)

Scott Casino, OT ad hoc comprehensive committee member (Management, 1996)

## TEACHING SCHEDULE (LAST FIVE YEARS):

<u>Semester</u>	<u>Course No.</u>	Enrollment	No of evals	Feedback	Time	Overall
2022/F	Mgt 5794					
2022/F	Mgt 5784					
2022/S	Mgt 5794					
2022/S	Mgt 5684					
2022/S	Mgt 5594					
2021/F	Mgt 5794	17	17	5.71	6.82	5.59
2021/F	Mgt 5784	20	19	5.53	4.79	5.32
2021/S	Mgt 5794	25	25	5.48	5.80	5.21
2021/S	Mgt 5814	5	5	5.60	6.00	4.80
2020/F	Mgt 5594	17	17	5.35	*	5.18
2020/F	Mgt 5684	10	10	5.70	*	5.33
2020/F	Mgt 5794	33	33	5.39	6.42	4.97
2020/F	Mgt 5784	10	9	5.56	6.22	5.67
2020/S	Mgt 5794	28	28	5.32		5.21
2020/S	Mgt 5814	9	9	5.44		5.67
2020/S	Mgt 5594	17	4	5.33		5.67
2020/S	Mgt 5684	12	4	4.50		4.50
2019/F	Mgt 5794	26	25	5.00		4.80
2019/F	Mgt 5784	25	24	5.42		5.17
2019/S	Mgt 5684	12	6	5.00		5.00
2019/S	Mgt 5814	8	6	5.33		5.33
2019/S	Mgt 5794	24	24	5.00		5.09
2019/S	Mgt 5594	14	9	5.00		3.67
2018/F	Mgt 5794	18	16	5.06		5.44
2018/F	Mgt 5784	25	24	5.38		5.08
2018/S	Mgt 5684	24	18	5.00		4.33
2018/S	Mgt 5814	4	4	5.25		5.50
2018/S	Mgt 5794	37	30	5.37		5.27
2017/F	Mgt 5594	18	11	2.09		3.55
2017/F	Mgt 5794	8	8	5.63		5.88
2017/F	Mgt 5784	10	8	5.57		5.38

## Teaching history (beyond 5 years)

<u>Semester</u>	<u>Course No.</u>	<u>Enrollment</u>		<u>Item 12*</u>	<u>Item 4**</u>
2017/S	Mgt 5954	22			
2017/S	Mgt 5684	23			
2017/S	Mgt 5814	9	4	5.75	5.25
2017/S	Mgt 5794	18	15	5.27	5.27
2016/F	Mgt 5794				
2016/F	Mgt 5784				
2016/S	Mgt 5684				
2016/S	Mgt 5814				
2015/S	Mgt				
2015/S	Mgt				
2015/F	Mgt 5784				
2015/F	Mgt 5794				
2014/F	Mgt 5804	5	4	4.25/6.0	4.00/6.0
2014/F	Mgt 5794	18	12	4.92/6.0	5.25/6.0
2014/SS	Mgt 5954 (eMBA)	16	2	3.50/6.0	2.50/6.0
2014/S	Mgt 5684 (eMBA)	16	1	6.00/6.0	6.00/6.0
2013/F	Mgt 5844 (eMBA)	10	2	3.5	4.00
2013/SS	Mgt 5804 (online)	19	8	4.63	4.75
2013/S	Mgt 5844 (eMBA)	5	2	5.5	5.5
2013/S	Mgt 5804 (online)	40	15	4.07	5.20
2013/S	Mgt 5794	33	17	4.71	4.76
2012/S	Mgt 5844 (eMBA)	20			
2012/S	Mgt 5794	53	39	4.62	4.90
2012/S	Mgt 5984	19	11	4.73	4.82
2012/S	Mgt 4984	3		5.00	5.00
2012/F	Mgt 5804	40			
2011/S	Mgt 5794+	53		4.90/5.0	4.78/5.0
2011/S	Mgt 4984	6		4.50/5.0	4.67/5.0
2010/F	Mgt 5984***	25		4.88/5.0	4.54/5.0
2010/F	Mgt 5804	41		3.68/4.0(3.34 ave)	2.7/4.0 (2.09 ave)
2010/S	Mgt 5794	65		3.54/5.0	3.49/5.0
2010/S	Mgt 5804	47		2.86/4.0(3.33 ave)	3.11/4.0 (3.02 ave)
2010/S	Mgt 6724	7		4.20/5.0	3.80/5.0
2009/ F	Mgt 4394	48		3.85/5.0	3.30/5.0
2009/sum	Mgt 5684 (pMBA)	36		4.08/5.0	4.04/5.0
2008/S	Mgt 5794	37		4.56/5.0	4.26/5.0
2008/S	Mgt 5984	5		5.00/5.0	4.80/5.0
2008/F	Mgt 5804	21			

## Teaching history (beyond 5 years, continued)

2008/F	Mgt 5804	23		
2008/F	Mgt 5594 (eMBA)	26	4.76/5.0	4.57/5.0
2008/sum	Mgt 5684 (pMBA)	25	4.57/5.0	4.36/5.0
2008/S	Mgt 5684 (eMBA)	22	4.45/5.0	4.36/5.0
2008/S	Mgt 5804	45		
2008/S	Mgt 6724	5	4.20/5.0	4.20/5.0
2007/F	Mgt 5684 (eMBA)	18	4.07/5.0	4.21/5.0
2007/F	Mgt 5804 (India)	60		
2007/F	Mgt 4394	38	4.85/5.0	4.52/5.0
2007/F	Mgt 4394	35	4.52/5.0	4.26/5.0
2007/sum	Mgt 5684 (pMBA)	13	4.80/5.0	4.70/5.0

Mgt 6724 Organizational Theory & Strategy Doctoral Course

Mgt 5984 Master's level Management of Technology (traditional)

Mgt 5804 Master's level Management of Technology (online course)

Mgt 5794 MBA Strategic Management

Mgt 5684 pMBA/eMBA Management of Technology

Mgt 5594 pMBA/eMBA International Strategy

Mgt 4984 Undergraduate Science and Engineering Entrepreneurship (SEE).

Mgt 4394 Undergraduate Business Policy and Strategy

\*: Rate the Instructor's Overall Teaching Effectiveness

\*\* : Rate the Overall Quality of this Course

\*\*\*: Received a "Thank a Teacher" note through the Center for Instructional Development and Educational Research

+: Named one of top three faculty for the MBA program

Other Teaching:

Areas: International, Entrepreneurship; Business/Corporate strategy; Organizational theory; Management of technology, Consulting (small business/not-for-profit/technology development; IP development; Business management; Business policy; and Industrial organization

Courses Taught at Virginia Polytechnic Institute and State University:

*Doctoral Courses*

Mgmt 6724: Review of Strategic Management and Organizational Theory Research

Mgmt 6305: Doctoral Seminar in Business Policy and Strategic Management

Mgmt 6325: Doctoral Seminar in Organizational Theory

Mgmt 5974: Doctoral Independent Study (Organizational Theory)

Mgmt 5974: Doctoral Independent Study (Strategic Management)

*Masters Courses*

Mgmt 5684 Global Strategic Management (Exec MBA course)

Mgmt 5684 Global Strategic Management (Professional MBA course)

Mgmt 5954 Study Abroad: International Business, Strategy & Culture, (Exec MBA course)

Mgmt 5804 MIT-India Strategic Leadership in Technology-based Organizations (course is part of the program with Bhavian S.P. Jain Institute and Management Research)  
Mgmt 5844 Business and Corporate Strategy (Exec MBA course)  
Mgmt 5984 Management Consulting: Entrepreneurial Environments (MC: EE)  
Mgmt 5644 Leadership in a Technology Environment (Exec MBA course)  
Mgmt 5984: Management of Technology & Innovation  
Mgmt 5984: Strategic Analysis For/In Management Applications  
Mgmt 5984: Consulting for Non-profit Organizations  
Mgmt 5974: MBA Independent Study (Competitive Dynamics)  
Mgmt 5804: TV MBA Strategic Leadership in Technology-based Organizations (course developed for and delivered using On-line delivery as part of the GPIT/MIT program)  
Mgmt 5794: MBA Strategic Management  
Mgmt 5794: TV MBA Strategic Management (a distant learning course)

*Undergraduate Courses*

Mgmt 4984: Special Study: Innovation Management: Science and Engineering Entrepreneurship (IM:SEE)  
Mgmt 4984: Special Study: Entrepreneurship, Innovation, and Technology Management  
Mgmt 4984: Special Study: The Virtual Corporation  
Mgmt 4974: Undergraduate Independent Study (Writing a Business Plan)  
Mgmt 4394: Undergraduate Business Policy and Management  
Mgmt 4074: Undergraduate Small Business Consulting (renamed “Community Service Through Small Business Consulting”, and currently named “Applied Small Business Consulting”)

Courses Taught at Other Universities:

Technology Management (CEIBS, Shanghai)  
Strategic Management (University of Baltimore)  
Strategic Management (California State University—Northridge)  
Principles of Management (Loyola Marymount University—Los Angeles)  
Business Statistics (University of Iowa)

INDEPENDENT STUDY STUDENTS (For last 5 years only):

Matt Shuba, MBA-Architecture, International Strategy for Architectural Firms, 2009

SERVICE:

Department

Management Department Graduate Studies Committee, (2011-present)  
OB Search Committee, Co-Chair (2014)  
Graduate Studies (Masters) & Policies Committee (2014)  
Graduate Curriculum Committee (2014)  
Management Department Faculty Search Committee, Chair (2011-2012)  
Course Coordinator for Management 5804 (2010-2013)  
Management Department Personal Committee (2009-2011)  
Management Department Promotion and Tenure Committee (2009-2011)

Management Department Faculty Search Committee, Co-Chair (2009-2010)  
Management Department Faculty Search Committee, Chair (2008-2009)  
Management Department Faculty Search Committee, Chair (2007-2008)  
Management Department Undergraduate Committee, Chair (2005-2007)  
Management Department Promotion and Tenure Committee (2000-2003)  
Management Department Undergraduate Committee, Chair (2003-2004)  
Management Department Undergraduate Committee, Ex-Officio (2000-2003)  
Teaching Mentor: J.Steven Childers (2002-2003)  
Teaching Mentor: Yang Xu (2003, 2005)  
Teaching Mentor: Manish Srivastava (2003)  
Ad Hoc Management Committee For Resource Issues (2000-2001)  
Chair of Leadership Conference Student Planning Committee (1998-1999)  
Management Graduate Committee (1998-2000)  
Management Representative for Mgmt 4984: The Virtual Corporation (1998-2000)  
Management Student Advisor, one of nine (1995-2000)  
Assisted in the Management Commencement Ceremony (1994-present)  
Strategy Faculty Ad Hoc Representative on Graduate Student Selection Committee (1998)  
Coordinated the Departmental Brown Bag Series (1997-2001)  
Management Department Faculty Recruiting Committee (1994-1997)  
Ad Hoc Committee on Undergraduate Business Policy and Strategy Course (1997)  
Ad Hoc Committee on the Implementation of “Leadership Initiative” (1997)

#### College Service

APEX Center Review Task Force (2020-2021)  
Pamplin MBA Case Competition Faculty Coordinator (2013-2015)  
EMBA Curricular Task Force (2013)  
College MBA Advisory Committee (1996-2000, 2011-2020).  
Virginia Tech KnowledgeWorks Business Concept Competition, Judge (2011, 2012, 2013)  
Advisor E-club (Entrepreneur Club, formerly named eNeT) (2011-present)  
    Advisor eNeT Student Organization (group formerly named: Association of Collegiate Entrepreneurs) (2000-2002)  

- Entrepreneurial Seminar Series with Flippin, Densmore, Morse & Jessee
- Lux Capital Business Plan Competition (cosponsored with Dr. W.A. White, Ag Econ)

  
AOL Undergraduate Design Group, member (2006-2009)  
National Black MBA Association National Student Case Competition advisor (2001)  
Worked with ISE department representatives on potential MBA “Management of Technology” concentration. This effort was to have been considered part of the College of Business initiative with engineering.  
Advisor ACE Student Organization (group renamed: Entrepreneurial Network and Educational Training, Fall 2000) (1996-2000)  
Undergraduate Curriculum Committee  
    Chair of Committee (2003-2004)  
    Ad Hoc member: College Representative on the Committee on Undergraduate Curricula (2000-2003)  
George Washington University and KPMG Peat Marwick MBA Case Competition advisor (1999-2003)  

- 1999 team made the Finals (Top 5 out of 20 programs)

- 2001 team made the Silver round (Top 10 of 20 programs)  
Administered the Annual Pamplin MBA Case Competition (2000-present).  
Management Department Representative on the Faculty Development Instruction Coordination Committee (1996).

University

Virginia Tech Advisory Council on Strategic Budgeting and Planning (2019-2022)

Director, Small Business Institute (1998-2005)

Pro-bono consultations with numerous local firms, potential entrepreneurs, and non-profit organizations, while performing the tasks of the Director of the Small Business Institute. Managed student projects (Mgt/Mkt 4074)

University Council Member (2002-2003)

Pamplin College of Business Representative on the Committee on Undergraduate Curricula (2000-2003)

Committee Chair (2001-2002)

Pamplin College of Business Faculty Representative on the Commission on Undergraduate Studies and Policies (2000-2003)

Committee Chair (2002-2003)

Member of the Forum for the Reconsideration of General, Integrative and Undergraduate Education (Summer 2002)

BioConversion Project: Attended meetings with Dr. L.F. Tegarden, investigating the role of the management department in this effort. (1999-2000). Became an SBC case.

Management department liaison with GPIT/MIT program. (1999-2006).

Working with ISE department representatives on potential GPIT/MIT “Managing in the high tech environment” module. (1999-2001).

Developed a Management Development series for Chinese officials on the Management of Entrepreneurship with Sharon Scott, Summer 2009. Program on hold.

Micro MBA for AWWA (Management Development, February, 2006)

Micro MBA for AWWA (Management Development), February, 2005

Micro MBA for AWWA (Management Development), February, 2004

Micro MBA for AWWA (Management Development), September, 2001

Grants Managed:

Pamplin Summer Grant (2002), with Linda Tegarden

Center for Innovative Learning Grant (2000-2001, 2004)

Pamplin Summer Grant (1995)

Grants Applications:

NIOSH/CDC. Proposal to Establish the Center for Innovation in Construction Safety and Health: A Socio-Technical Systems Integrated Approach to Safety and Health. Funding Period: 8/16/04 - 8/15/09. Total funding: \$20,538,200; Managed 1 of 3 main subprojects.

P&G’s 2002 Curriculum Development Grant Application (2002)

National:

Program Reviewer for the University of Northern Iowa Management Programs (2014)

**MEMBERSHIP IN ACADEMIC ORGANIZATIONS:**

Academy of Management (1986-2017)  
American Economic Association (1988-1998)  
Strategic Management Society (1990-2018)

**POSITIONS HELD IN ACADEMIC ORGANIZATIONS:**

Track Chair, Strategic Management Society (2011-2012) Singapore, Special Conference.  
Representative-at-Large, Strategic Management Society's Competitive Strategy Interest Group (2009-2011)  
Track Chair, Strategic Management Society (2010-2011) Miami.  
Academy of Management's Technology and Innovation Management Division's Newsletter Editor (2003-2007)  
Regional Representative for the South Region of the Business Policy and Strategy Division of the Academy of Management (1997-1999).  
  
Nominated for the Academy of Management's Technology and Innovation Management Division's Division Program Chair-Elect & PDW Program Chair (2010)  
Nominated for the Academy of Management's Technology and Innovation Management Division's Chief Operations Officer (2002)

**PROFESSIONAL EMPLOYMENT/CONSULTING EXPERIENCE/BOARD**

**SERVICE/UNIVERSITY PROFESSIONAL ENGAGEMENT:**

1990 – 1993      Private Consulting, Los Angeles, California. Private consultant for business researchers and small businesses.

1985 – 1989      Computer Consulting, Los Angeles, California. Computer consultant for UCLA's Anderson Graduate School of Management. Taught several software courses, worked with faculty putting case material into computer format, and assisted faculty, MBA students and staff with both computer hardware and software problems.

1981 – 1982      Project Engineer, Orange, Texas. Project Engineer for Gulf Oil Chemicals. Managed various chemical engineering projects for a polyethylene manufacturing plant, from conceptualization of the project through the design, cost estimation, capital allocation, project implementation, and follow-up processes.

## HONORS, AWARDS AND RECOGNITIONS

Journal reviewer honor: Academy of Management Discoveries (AMD) Best Reviewer (2014)

Invited to present to EEOC with Dr. Connerley and Ji. (2013)

Invited research seminar speaker

Requested to present academic research papers at the following schools: Clemson University, Cleveland State University, Jilin University (China), Texas A&M University, Penn State University, Penn State University-Erie, Rice University, University of Baltimore, University of California-Los Angeles, University of Virginia, and Virginia Tech.

Invited research conference speaker

Third International Conference on Innovation and Entrepreneurship (2011, China)

Bionics and Management Forum (Jilin University, 2010)

Paricharcha Conference, Mumbai India (2007)

Teaching honors

Nominated for Pamplin College Graduate Teacher Award (2001-2002).

Received Management Department Undergraduate Teacher Award (2000-2001), nominated for University award.

Conference Honors

"Outstanding Reviewer" for the Business Policy and Strategy Division of the 1999 Annual Conference of the Academy of Management in Chicago.

"Outstanding Reviewer" for the Technology and Innovation Management Division of the 2006 Annual Conference of the Academy of Management in Atlanta

Other Recognitions

Selected to attend the 1995 Business Policy and Strategy Division's Junior Faculty Consortium

Selected to attend the 1990 Business Policy and Strategy Division's Doctoral Consortium

Member of Beta Gamma Sigma