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ADMINISTRATIVE EXPERIENCE

Director, Physician Executive MBA Program, College of Business, UT (1998-present). The program was ranked by Modern Physician, 2004 and 2005, and by Modern Healthcare, 2006-2009, as the #1 Preferred MBA Program for Physicians. Recognized as one of Training & Development's New Guard in 2002 for innovations in distance learning, and as the "Tennessee Communicator of the Year for 2007" by the Tennessee Communication Association.

Associate Dean, College of Business, UT (1989-1997).

Head, Department of Management, Clemson University (1982-1989).

Interim Head, Department of Marketing, Clemson University (1987-1988).

Program Manager, Space and Missile Systems Organization, Los Angeles (1971-1973).

ACADEMIC EXPERIENCE

William B. Stokely Professor of Business, UT (2005 - present). Distinguished Professor of Management (1998-2004). Professor of Management (1989-1997). Teach graduate level Strategy and Business Planning in MBA, Physician Executive MBA, and Taiwan Executive MBA Programs. Recognized as the Outstanding MBA First Year Faculty by MBA students in 2002. Chaired four dissertations.

Professor of Management, Clemson (1982-1989). Associate Professor (1980-1982). Taught graduate and undergraduate Strategy. Chaired 13 dissertations.

Associate Professor of Management, Air Force Institute of Technology (1979-1980). Assistant Professor (1976-1978). Taught graduate Management and Statistics. Chaired 16 theses.

EDUCATION

Ph.D., Management, Rensselaer Polytechnic Institute, 1975.
M.S., Systems Management, Air Force Institute of Technology, 1970.
B.S., Electrical Engineering, State University of NY at Buffalo, 1969.

BOOKS

Encyclopedia of Health Care Management, Editor, Thousand Oaks, CA: Sage, 2003.

The Physician's Essential MBA: What Every Physician Leader Needs to Know, Alexandria, VA: Aspen Publishers, 1999 (Co-Editor with P. Dean).

Perspectives in Total Quality, Editor, Boston: Blackwell, 1999.

Strategic Management: Total Quality and Global Competition. Oxford, UK: Blackwell, 1997 (with D. Grigsby).

Cases in Strategic Management. Oxford, UK: Blackwell, 1997 (with D. Grigsby).

Management: Total Quality in a Global Environment. Boston: Blackwell, 1995.

Dimensions in Total Quality (six books). Boston: Blackwell, 1995-1998 (Series Editor).

- Superior Product Development. (C. Wilson, M. Kennedy and C. Trammell)

- Customer Responsive Management. (F. Davis, Jr. and K. Manrodt)

- Know Your Customer. (R. Woodruff and S. Gardial)

- The Economics of Total Quality Management. (W. Cole and J. Mogab)

- Selling in the Quality Era. (G. Peeler)

- Perspectives in Total Quality (M. Stahl - Editor)

Strategic Management Cases. Belmont, CA: Wadsworth, 1993, (with D. Grigsby).

Strategic Management for Decision Making. Boston: PWS-Kent, 1992 (with D. Grigsby).

Entry Barriers and Market Entry Decisions. Westport, CT: Quorum Books, 1991 (with F. Karakaya).

Competing Globally Through Customer Value: The Management of Strategic Suprasystems. Westport, CT: Greenwood Press, 1991 (Co-Editor with G. Bounds).

Strategic Executive Decisions: An Analysis of the Difference Between Theory and Practice. Westport, CT: Quorum Books, 1989.

Managerial and Technical Motivation: Assessing Needs for Achievement, Power and Affiliation. New York: Praeger Publishers, 1986.

Modern Management Techniques in Engineering and R&D. New York: Van Nostrand Reinhold, 1984 (with J. Balderston, D. Birnbaum, and D. Goodman).

JOURNALS

MBA's Pay Off, Physicians Practice, July/August 2005: 18 (with K. Bielak and M. Morris), plus Incomplete Results, Letter to Editor, October 2005: 12.

MBA for MDs: Rx for Survival, AAPJ Journal, November 2003: 31-34 (with J. Antony).

Effectiveness of Combined Delivery Modalities for Distance Learning and Resident Learning, Quarterly Review of Distance Education, 2, No. 3, Fall 2001: 247-254 (with P. Dean, D. Sylwester and J. Peat).

CEO Compensation as a Psychological Exit Barrier: An Exploratory Test with HMOs, Psychology & Marketing, 17, No. 5, May 2000: 1-9.

Ahead of the Curve: Physician Executives Find Career Enhancement with MBA, Modern Physician, 4, No. 9, May 2000: 96-98 (with R. Montgomery).

The Future of Physician Leadership Education: Customer Value and Technology in PEMBA, The Journal of Oncology Management, January/February 1999: 21-22.

Customer Value Analysis Helps Hone Strategy, Quality Progress, April 1999 (with W. R. Barnes, S. F. Gardial, W. C. Parr, and R. B. Woodruff).

Managerial Consensus and Competitive Advantage: Development of Two New Consensus Measures, Advances in Competitiveness Research, 1997 (with F. Karakaya).

Barriers to Market Exit, Journal of Managerial Issues, VIII, No. 2, Summer 1996: 239-258 (with S. Nargundkar and F. Karakaya).

Middle-Manager Effort in Strategy Implementation: A Multinational Perspective, International Business Review, 4, No. 1, 1995: 91-111 (with W. Judge).

Validation of the Job Desirability Exercise: A Decision-Modeling Experiment for Measuring the Need for Socialized Power, Educational and Psychological Measurement, 53, Winter, 1993 (with J. Butler).

Protectionism or Total Quality Management? Quality Progress, 25, No. 12, December 1992: 41-43.

Customer Value in Non-Degree Executive Education: Linking Business Schools and Business. Journal of Management Development, 11, No. 3, 1992: 3-11 (with J. Riblett and G. Bounds).

Gender Differences in Preference for Over-reward and Tolerance of Under-reward. Journal of Social Behavior and Personality, 7, No. 1, 1992: 177-188 (with T. Summers and K. Sightler).

Underlying Dimensions of Barriers to Market Entry in Consumer Goods Markets. Journal of the Academy of Marketing Science, 20, No. 3, Summer 1992: 275-278 (with F. Karakaya).

An Empirical Investigation of Motivation and Effective Performance: A Comparison of Arab and U.S. Cultures. International Journal of Value Based Management, 3, 1990: 1-16 (with E. Yasin).

Models for Effective Motivation in the Arab and American Business Cultures: Review and Direction for Future Research. International Journal of Management, 7, March 1990: 43-55 (with E. Yasin).

Barriers to Entry and Market Entry Decisions in Consumer and Industrial Goods Markets. Journal of Marketing, 53, April 1989: 80-91 (with F. Karakaya).

The College Selection Process. Journal of Marketing for Higher Education, 2, 1989: 119-132 (with J. Holmes and M. Crosby).

Market Entry Barriers for Developing Countries. Journal of the School of Business, 15, 1989: 28-36 (with F. Karakaya).

The Structure and Process of Corporate Acquisition Decisions. Business Insights, 9(1), 1989: 40-45 (with D. Grigsby and S. Barman).

Publication in the Leading Management Journals as a Measure of Institutional Research Productivity in Management. Academy of Management Journal, 31, 1988: 707-720 (with T. Leap and Z. Wei).

An Empirical Test of the Capital Asset Pricing Model for Acquisition Decisions. Business Journal, 4, Spring 1988: 5-11 (with K. Pirkle).

A Comparison of Unit, Subjective and Regression Measures of Second Level Valences in Expectancy Theory. Decision Sciences, 18, 1987: 62-72 (with D. Grigsby).

Comparison of Decision-Making Behavior Between Prospective Recreation and Management Personnel. Journal of Park and Recreation Administration, 5, 1987: 40-46 (with R. Christoph and R. McLellan).

Effects of Need for Power on Job Stress for Managers and Non-Managers. Journal of Social Behavior and Personality, 1, 1986: 611-619 (with H. Hendrix).

Selecting and Training Managerial Talent Among Scientists and Engineers: Power Motivates. Research Management, XXIX July -August 1986: 26-27.

Additive Cognitive Processes and the Relationship Between Expectancy of Success and Motivational Force. Academy of Management Journal, 29, 1986: 424-433 (with A. Harrell).

How 'Profiles' Tip Off Trends. Future, XIV, September 1985: 56-57 (with A. Gulati).

Modeling Labor Arbitration Decisions: Factors Used in Medically-Based Grievances. Psychological Reports, 56, 1985: 559-566 (with T. Leap).

Comparing the Job Choice Exercise and the Multiple Choice Version of the Miner Sentence Completion Scale. Journal of Applied Psychology, 70, 1985: 228-232 (with D. Grigsby and A. Gulati).

Measuring Innovation, Productivity and Job Performance of Professionals. IEEE Transactions on Engineering Management, EM-31, February 1984: 25-29 (with T. Zimmerer).

Modeling Managers' Effort-Level Decisions for a Within-Persons Examination of Expectancy Theory in a Budget Setting. Decision Sciences, 15, 1984: 52-73 (with A. Harrell).

Modeling Strategic Acquisition Policies: A Simulation of Executives' Acquisition Decisions. Academy of Management Journal, 27, 1984: 369-383 (with T. Zimmerer).

McClelland's Trichotomy of Needs Theory and the Job Satisfaction and Work Performance of CPA Firm Professionals. Accounting, Organizations and Society, 9, 1984: 241-252 (with A. Harrell).

Achievement, Power and Managerial Motivation: Selecting Managerial Talent with the Job Choice Exercise. Personnel Psychology, 36, 1983: 775-789.

Identifying Operative Goals by Modeling Project Selection Decisions in Research and Development. IEEE Transactions on Engineering Management, EM-30, November 1983: 223-228 (with A. Harrell).

Need for Achievement, Need for Affiliation and the Academic Performance and Career Intentions of Accounting Students. Journal of Accounting Education, 1, No. 2, Fall 1983: 149-154 (with A. Harrell).

Using Decision Modeling to Measure Second Level Valences in Expectancy Theory. Organizational Behavior and Human Performance, 32, 1983: 23-34 (with A. Harrell).

Using Decision Modeling to Examine Management Consensus: A Study of a Maintenance Management Control System. Journal of Operations Management, 3, February 1983: 93-98 (with T. Zimmerer).

Modeling Strategic Product Development Decision Policies of Managers and Management Students: Subjective and Relative Weights. IEEE Transactions on Engineering Management, EM-30, February 1983: 18-24 (with T. Zimmerer).

Modeling the Policies of Several Labor Arbitrators. Academy of Management Journal, 26, 1983: 140-147 (with J. Cain).

Evolution and Validation of a Behavioral Decision Theory Measurement Approach to Achievement, Power and Affiliation. Journal of Applied Psychology, 67, 1982: 744-751 (with A. Harrell).

Modeling Effort Decisions with Behavioral Decision Theory: Toward an Individual Differences Model of Expectancy Theory. Organizational Behavior and Human Performance, 27, 1981: 303-325 (with A. Harrell).

A Behavioral Decision Theory Approach for Measuring McClelland's Trichotomy of Needs. Journal of Applied Psychology, 66, 1981: 242-247 (with A. Harrell).

A Longitudinal Test of the Moskos Institution-Occupation Model. Journal of Political and Military Sociology, 9, 1981: 43-47 (with C. McNichols and T. Manley).

The Extent of Alcoholism Among Air Force Employees. Monthly Labor Review, 103, May 1980: 46-49 (with T. Manley and C. McNichols).

An Empirical Examination of the Moskos Institution-Occupation Model. Armed Forces and Society, 6, 1980: 257-269 (with C. McNichols and T. Manley).

Cosmopolitan-Local Orientations as Predictors of Scientific Productivity, Organizational Productivity and Job Satisfaction for Scientists and Engineers. IEEE Transactions on Engineering Management, EM-26, May 1979: 39-43 (with C. McNichols and T. Manley).

A Validation of Hoppock's Job Satisfaction Measure. Academy of Management Journal, 21, 1978: 737-742 (with C. McNichols and T. Manley).

What Federal R&D Professionals Think About Unions and Management. Research Management, XXI, November 1978: 29-33 (with T. Manley and C. McNichols).

Influence Sources of Project and Functional Managers in Matrix Organizations. Academy of Management Journal, 21, 1978: 135-140 (with E. Dunne and L. Melhart).

Operationalizing the Moskos Institution-Occupation Model: An Application of Gouldner's Cosmopolitan Local Research. Journal of Applied Psychology, 63, 1978: 422-427 (with T. Manley and C. McNichols).

Weighted Individual Perceptions and the Productivity and Innovativeness of Research Groups. R&D Management, 8, February 1978: 79-83 (with G. Manners).

Weighted Productivity in R&D: Some Associated Individual and Organizational Variables. IEEE Transactions on Engineering Management, EM-25, February 1978: 20-24 (with M. Koser).

Innovation and Productivity in R&D: Associated Individual and Organizational Variables. R&D Management, 7, February 1977: 71-76 (with J. Steger).

Measuring Innovation and Productivity: A Peer Rating Approach. Research Management, XX, January 1977: 35-38 (with J. Steger).

FUNDED RESEARCH

National Science Foundation, "Customer Value Driven Quality: Associated Information Systems and Cultural Change", 1995 -1997 for \$397,265 (Principal Investigator with a team of eight faculty and Eastman Chemical Company).

RESEARCH AWARDS

Honorable Mention Award for Best Paper in Corporate and Organizational Planning, National Academy of Management, Boston, August 1984: "Strategic Focus: Modeling the Strategy Formulation Process Through the Application of Decision Modeling" (with T. Zimmerer).

Outstanding Paper in Accounting, Southeast American Institute for Decision Sciences: "A Within-Persons Examination of Expectancy Theory in a Budget Setting", Proceedings, Memphis, February 1982: 103-106 (with A. Harrell).

Distinguished Contributed Paper in Organizational Behavior, National American Institute for Decision Sciences: "Modeling Course Effort Decisions with Behavioral Decision Theory", Proceedings, Vol. 1, Las Vegas, November 1980: 337-339 (with A. Harrell).

TEACHING AWARD

Outstanding MBA First Year Faculty Award, 2002.

PROFESSIONAL, UNIVERSITY AND COMMUNITY SERVICE

Professional Service

Invited symposium presentation, "Behavioral Decision Theory Approaches to Motivational Research", National American Psychological Association, New York, August 1987.

Reviewer, Academy of Management Journal, Decision Sciences, IEEE Transactions on Engineering Management, Journal of Managerial Issues, Managerial and Decision Economics, Mental Measurements Yearbook, Multivariate Behavioral Research, Organizational Behavior and Human Performance, Psychological Reports, Review of Regional Studies.

Board of Governors, Southern Management Association, 1986-1988. Editor, SMA Newsletter, 1987-1988.

Editorial Review Board, Journal of Management, 1987-1995. Editorial Advisory Board, Quality Progress, 1997-2000.

Workshop Chair, Research on Total Quality Management (TQM), American Assembly of Collegiate Schools of Business (AACSB) Annual Meeting, St. Louis, April 1991.

Planning Committee, Total Quality Forums III - VI, 1991-1997. The TQ Forums were national educational-business forums sponsored by American Express, Baxter International, Ford, GM, IBM, Milliken, Motorola, P&G, Texas Instruments, 3M, and Xerox.

Co-Chair, Working Council defining faculty development needs concerning TQM for TQ Forum IV, 1992.

Advisory Board, Advanced Technology Division, Oak Ridge National Laboratory, 1991-1994.

Invited symposium presentation, "TQM and AACSB Accreditation", Western Academy of Management, Spokane, Washington, April 1992.

Planning Committee and keynote panel moderator, AACSB Continuous Improvement Seminar, October 1992.

Co-Director, AACSB Workshop, "Creating Customer Value in Higher Education: The TQ Approach", 1992 - 1995. The Workshop was a joint venture among UT, University of Arizona, and AACSB to educate business school administrators on TQ in academia.

Invited presentation, "TQM in U.S. Universities," Global Management Development Forum, Barcelona, Spain, June 1993.

Panelist, Transformations to Quality Organizations, National Science Foundation, 1994 and 1995.

Steering Committee, Joint Venture between AACSB and Educational Benchmarking, Inc., 1996-1998.

Presentation, "Distance and Resident Education in the Physician EMBA at UT", EMBA Conference, Scottsdale, AZ, October 1998.

Invited panelist, "Internet Learning: New Strategic Responses", AACSB Dean's Meeting, San Diego, April 11, 2000.

Education Program Implementation Advisory Group, Graduate Management Admissions Council, 2000-2001.

Review Team, Department of Management, Louisiana State University, March 2001.

Editor, "Empowering Today's Physician Leaders" Column in Immediate Care Business and Today's Surgicenter, 2008.

University Service (Clemson University)

Faculty team leader and lecturer, Portugese Air Force Academy and University of the Interior, Portugal, May 1986.

Session Chair, Clemson University Conference on Joint Ventures in the Caribbean, Barbados, February 1987.

Faculty team leader and lecturer, China Textile University and Wuxi Textile Management College, People's Republic of China, December 1987.

Department Head Search Committee, Department of Building Science, College of Architecture, 1987.

Executive Committee, Organization of Academic Department Heads, 1987-1989.
Director, Small Business Institute, Clemson University, 1987 -1989.

Executive Committee, Major Gift Clubs, Clemson University Foundation, 1987-1989.

University Service (University of Tennessee)

Research Council, Faculty Senate, 1989-1990.

Saturn - University of Tennessee Core Team, 1990-1997.

Faculty Team Leader, Faculty European Community Tour, December 1990.

Chair, Southern Association of Colleges and Schools Intercollegiate Athletics Reaccreditation Committee, 1990-1991.

Athletics Committee, Faculty Senate, 1990 - 1991.

Department Head Search Committee, Department of Textiles, Merchandising and Design, College of Human Ecology, 1990-1991.

Chair, Internal Review Team, Department of Industrial Engineering, 1991.

Chair, Department Head Search Committee, Industrial Engineering Department, 1991.

Advisory Board, University of Tennessee Research Corporation, 1991-1993.

Coordinator, UT-Eastman Chemical Company Partnership on Continuous Improvement, 1993 -1997.

Search Committee, Executive Director of the Office of Human Resources Management, 1996.

Chair, MBA Program Director Search Committee, College of Business, 2005.

Member, College of Business Promotion and Tenure Committee, 2007-2009.

Member, UT Distance Education Advisory Committee, 2007-2009.

Boling Endowment Committee for Distinguished Visiting Professor in Health Policy, 2007-present.

Community Service

President, Church Council, St. Andrew's Church, Clemson, SC, 1984 and 1985. Church Finance Committee, 1986-1989.

Senior Presenting Couple (with spouse), Engaged Encounter, SC and TN, 1986-present. Bishop's Task Force on Marriage Preparation, Diocese of Knoxville, 1989-

1990. Local Coordinating Couple (with spouse), Engaged Encounter, Diocese of Knoxville, 1991-1993; and 2001-2003.

Parish Pastoral Council, Sacred Heart, Knoxville, 1994-1996.

Development Committee Chair, Executive Committee Member, Board of Directors, Florence Crittenton Agency, a Knoxville Not For Profit agency for young women in crisis, 1997-2000.

Board Member, Catholic Charities, East Tennessee, Chair, Program Planning Committee. 2000-2007.

Board Member, St. Joseph's Health Care System, Lexington, KY. Member, Strategic Planning Committee and Finance Committee. 2008-present.

CONSULTING AND MANAGEMENT TRAINING

ACNtv

American Textile Machinery Association

AMSURG

Appalachian Life Quality Initiative

Bobbin International

Clayton Homes, 1990 and 1997

Cobble Staffing Companies

College of Veterinary Medicine, UT

CyberCE Board Member, 2000-2002

Conference Board

Courtauld International

Dresser Industries

Harris Corporation

Hay Management Consultants

Honeywell

Imperial Chemical International

International Quality and Productivity Center

J. E. Serrine Company

Mahle

Martin Marietta Energy Systems

Mitre Corporation

Overdrive Magazine

Pershing, Yoakley and Associates

Premier Surgical Associates

Rockwell International

Summit Medical Group

M. J. Stahl

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Tenneco
Tennessee Government Executive Institute
Tennessee Medical Association
Tennessee Society of CPAs
Union Carbide.