

CURRICULUM VITAE
KAREN MOUSTAFA LEONARD, Ph.D.
NOVEMBER 2010

CONTACT

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Doermer School of Business
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EDUCATION

Ph.D., 2004 Department of Management, Fogelman College of Business and Economics, University of Memphis, Memphis, Tennessee

Area of Emphasis: Management, concentration in Organizational Behavior (minor Strategic Management)

Title of Dissertation: A cross-cultural investigation of temporal orientation in work organizations: A differentiation matching approach

The dissertation focuses on the role of temporal orientation in the way it differentiates individuals from one another. Although distinctive cultural contexts create different emphases on how people view and use time, temporal orientation also results from the idiosyncratic combination of societal, organizational, and individual level processes. By isolating the cultural variations of individualism and collectivism at both the societal and individual levels, we examined their effects on the temporal perception of individuals in three distinctly different national contexts.

Master of Philosophy (M.Phil.) Commerce (with honors). University of Auckland, New Zealand

Title of Thesis: Public and private hospitals in Auckland: Economic and perceptual efficiency

The thesis focuses on the relative efficiency of the public and private hospital systems in New Zealand. Surveys conducted attempted to examine perceptual efficiency among the two major stakeholders (the public and physicians) and were concentrated on the public and private systems in the largest city, Auckland, New Zealand. Consumers were satisfied with both systems. The public hospital system was shown to be more expensive per service unit to operate than the private system; however, the public system provided many more services than the tiny private system. The economic analysis was hampered by a lack of financial management data which could have made the analysis more exact and pinpointed the areas of difference.

Bachelor of Science. Arkansas State University, Jonesboro, Arkansas

ACADEMIC POSITIONS AND EXPERIENCE

2010 to Present: Associate Professor of Organizational Behavior, Department of Management and Marketing, School of Business and Management Sciences, Indiana University Purdue University at Fort Wayne, Fort Wayne, IN. Promotion with tenure to Associate Professor awarded on the basis of excellence in research – final approval by Indiana University Board of Trustees.

2004 to 2010: Assistant Professor of Organizational Behavior, Department of Management and Marketing, School of Business and Management Sciences, Indiana University Purdue University at Fort Wayne, Fort Wayne, IN.

2000 to 2004: Graduate Research Assistant, Department of Management, Fogelman College of Business and Economics, University of Memphis, Memphis, TN.

2003 Fall: Teaching Assistant, Department of Management, Fogelman College of Business and Economics, University of Memphis, Memphis, TN. Taught MBA elective in international management.

2003 Fall: Adjunct Instructor, Department of Management, Arkansas State University, Jonesboro, Arkansas. Taught MBA class in organizational behavior and leadership.

2001 Summer: Instructor, Department of Management, Fogelman College of Business and Economics, University of Memphis, Memphis, TN. Taught undergraduate elective in international management. Funded through CIBER at University of Memphis.

1999 Spring: Adjunct Instructor, University of LaVerne, LaVerne, California. Taught accounting for non-financial managers to undergraduates and graduates as part of the Healthcare Administration major.

1987: Graduate Research Assistant, Faculty of Commerce, University of Auckland, Auckland, New Zealand.

RELEVANT WORK EXPERIENCE

1997 to 1999: Manager, Department of Materials Management, Mission Medical Associates, San Luis Obispo, California. Managed staff of department and responsible for resource management, cost and contract management, purchase and distribution of pharmaceuticals, supplies, and equipment for large medical practice.

1990 to 1997: Director, Department of Materials Management, Selma District Hospital, Selma, CA. Managed staff of department, inventory, purchasing, distribution, and storage functions for acute care hospital. Outsourced to a private company in 1996, rehired by hospital in 1997, seven months later.

1987 to 1989: Executive Officer, Human Resources, Auckland Area Health Board, Auckland, New Zealand. [14,500 staff members, nine major hospitals, and various outpatient and home care services] Developed and presented seminars on human resource and management issues to various supervisory and management groups. Performed job evaluations resulting in job descriptions and person specifications for recruitment, interview, and selection. Designed policies and procedures for human resource practice within the organization, including interview systems, selection, salary setting, discipline, and equal employment opportunity. In addition, I assisted in national union contract negotiation.

Prior to 1989: Experience in management and administration in the U.S. and New Zealand.

AWARDS AND GRANTS

2010: Excellence in Graduate Teaching, awarded by MBA+ students.

2010: Assessment Grant, awarded by Office of Vice Chancellor of Academic Affairs, Indiana University-Purdue University Fort Wayne, to perform data analysis of portfolio assessment of student work in W430 and Z444 during Spring 2010.

2009-2010: Annual Doermer School of Business Award for Excellence in Service (awarded Fall 2010).

2009: Grant-in-Aid, awarded 29 July, by Office of Research and External Support, Indiana University-Purdue University Fort Wayne, to allow data input by graduate research assistant.

2008-2009: Distance Learning Course Development Grant, awarded by Division of Continuing Studies, Indiana University-Purdue University Fort Wayne, to develop online graduate class.

2007: Second place winner, Innovations in Business Education Awards, sponsored by AACSB East Mid-Continent, awarded for work incorporating Better Business Bureau student in management classes.

2007: Finalist, Dark Side VI Case Writing Competition, Critical Management Studies Interest Group – Management Education Division, Academy of Management Annual Meeting, awarded for case: Misbehavior in the workplace: When is it bullying?

2007: International Academy for Intercultural Research Dissertation Award for 2005 (awarded in 2007 for dissertations completed in 2004 and 2005).

2006: Indiana University-Purdue University Travel Award, awarded for travel to conference in Italy.

2006: Purdue University Travel Award, awarded for partial funding for travel to Turkey for research.

2006: Indiana University Travel Award, awarded for partial funding for travel to Turkey for research.

2006: Undergraduate Research Grant, (two) Indiana University-Purdue University Fort Wayne, awarded to work with undergraduate students during summer.

2005: Summer Grant, Indiana University-Purdue University Fort Wayne, Honors Course Development.

2003 and 2002: Scholarship Award, Southwest Academy of Management, awarded for travel

2002: Scholarship Award, University of Memphis School of Graduate Studies, awarded for travel.

RESEARCH INTERESTS

My streams of research deal with cross-cultural management issues and functions and dysfunctions in organizational behavior, as well as business education, as shown below:

Functions and dysfunctions in organizations:

- Principal Investigator of study on trust in organizations. Paper in progress; sabbatical granted.
- Principal Investigator of study on ethical behavior in organizations. Paper in process.

Cross-cultural organizational behavior and management:

- Principal Investigator of large scale, cross-national, cross-cultural study of temporal orientation and work outcomes. One paper published; paper in review; paper on healthcare work outcomes across cultures is in progress.
- Cultural aspects of cooperation. Paper in review.
- Culture and financial decisions. One paper published; one in review; another in progress.
- Culture and communication. Two papers published.

PUBLICATIONS AND PRESENTATIONS

Journal Publications [Refereed Journals Only]

- Leonard, K.M., Van Scotter, J.R., Pakdil, F., et al. 2011. Examining media effectiveness across cultures and national borders: A review and multilevel framework. *International Journal of Cross Cultural Management*, 11. Forthcoming – Proofs corrected and returned.
- Leonard, K.M., Slaubaugh, M., & Wang, H.C. 2010. Cultural effects on accounting practice and investment decisions. *International Journal of Accounting and Finance*, 2 (2): 156-170.
- Bhagat, R.S., Krishnan, B., Nelson, T.A., Moustafa Leonard, K.M., Ford, D.L., Jr., & Billing, T.K. 2010. Organizational stress, psychological strain, and work outcomes in six national contexts: A closer look at the moderating influences of coping styles and decision latitude. *Cross Cultural Management: An International Journal*, 17 (1): 10-29. Republished in *IEEE Engineering Management Review* in December 2010.
- Leonard, K.M., Van Scotter, J.R., & Pakdil, F. 2009. Culture and communication: Cultural variations and media effectiveness. *Administration and Society*, 48 (3): 850-877.
<http://aas.sagepub.com/cgi/content/abstract/41/7/850>.
 Listed as most read article in May 2010, 2nd in September 2010: <http://aas.sagepub.com/reports/most-read>
- Moustafa Leonard, K. 2008. A cross cultural investigation of temporal orientation in work organizations: A differentiation matching approach. *International Journal of Intercultural Relations*, 32: 479-492.
- Moustafa Leonard, K. 2008. The minimum wage: Ethics and productivity. *Journal of Collective Negotiations in the Public Sector*, 32 (1): 77-87.
- Moustafa Leonard, K., Leonard, E., & Cook, R. 2007. Wrongful Discharge? *Annual Advances in Business Cases-2006*, pp. 322-325.
- Van Scotter, J.R., Moustafa Leonard, K.S., Burnett, J.R., & Michael, P.G. 2007. Influence of prior acquaintance with the ratee on rater accuracy and halo: Implications for assessment centers. *Journal of Management Development*, 26 (8):790-803.
<http://www.emeraldinsight.com/Insight/viewContentItem.do;jsessionid=5D7F880DF061B489063310FC2257E143?contentType=Article&hdAction=lnkpdf&contentId=1621590>
- Moustafa Leonard, K. 2007. Trust and the manager-subordinate dyad: Virtual work as a unique context. *Journal of Behavioral and Applied Management*, 8 (3): 197-201.
http://www.ibam.com/pubs/jbam/articles/vol8/no3/JBAM_8_3_2.pdf
- Bhagat, R. S., Van Scotter, J., Steverson, P., & Moustafa Leonard, K. S. 2007. Cultural variations in individual performance effectiveness: Implications for I/O psychology in the 21st century. *International Review of Industrial and Organizational Psychology*, 22: 235-264.
- Segars, F., & Moustafa, K. 2005. Intellectual property asset management: A new dimension of business leadership. *Journal of Business and Leadership*, 1 (1): 115-120.

Moustafa, K.S. & Miller, T.R. 2003. Punctuality or pettiness: Are rules meant to be broken? *Case Research Journal*, 23 (1): 79-86, 293.

Moustafa, K.S., & Miller, T.R. 2003. Too intelligent for the job? The validity of upper limit cognitive test scores in selection. *SAM Advanced Management Journal*, 68 (2): 4-9, 55.

Chapter Publications [Refereed Research Volumes only]

Billing, T.K., Bhagat, R.S., Lammel, A., Moustafa, K. & Country Collaborators. 2009. Temporal orientation and its relationships with organizationally valued outcomes: Results from a 14-country investigation. In A. Gari & K. Mylonas (eds.), *Q.E.D. From Herodotus' Ethnographic Journeys to Cross-Cultural Research* (pp. 211-220). Athens: Atrapos Editions.

Bhagat, R.S., Kedia, B.L., Perez, L.M., & Moustafa, K.S. 2004. The role of subjective culture in organizations: Progress and pitfalls twenty years later. In O. Shenkar & B.J. Punnett (eds.), *Handbook for International Management Research* (pp. 189-208). Ann Arbor, MI: University of Michigan Press.

Bhagat, R.S., Baliga, R., Moustafa, K.S., & Krishnan, B. 2003. Knowledge in cross-cultural management in the era of globalization: Where do we go from here? In D. Tjosvold & K. Leung (eds.), *Cross-Cultural Management: Foundations and Future* (pp. 155-175). London: Ashgate Press.

<http://books.google.com/books?hl=en&lr=&id=yE5sUugtNqsC&oi=fnd&pg=PA155&dq=%22Knowledge+in+cross-cultural+management+in+the+era+of+globalization:+Where+do+we+go+from+here%22&ots=QF6ULy-hLh&sig=UnqTvtkFU0kt9AfvqUvvKdsFsZc#v=onepage&q=%22Knowledge%20in%20cross-cultural%20management%20in%20the%20era%20of%20globalization%3A%20Where%20do%20we%20go%20from%20here%22&f=false>

Bhagat, R.S., & Moustafa, K.S. 2002. How non-Americans view American use of time: A cross-cultural perspective. In P. Boski, F.J.R. van de Vijver, & A.M. Chodyncka (eds.), *New Directions in Cross-Cultural Psychology* (pp. 183-191). Poland: Polish Psychological Association.

Other Publications

2010 (forthcoming): **Book Review: Cuba: What Everyone Needs to Know**, by Julia E. Sweig (University of Oxford Press, 2009) in *Human Resource Management Journal*.

2008: Rojas-Méndez, J.I., Coutiño-Hill, V., Bhagat, R.S., y Moustafa, K.S. Evaluación del Individualismo y Colectivismo Horizontal y Vertical en la Sociedad Chilena [Assessing the Horizontal and Vertical Individualism and Collectivism in the Chilean Society]. *Multidisciplinary Business Review*, 1 (1): 36- 48.

2008: Moustafa Leonard, K. Choosing the side of the road: Transition or adaptation? In N. Arthur & P. Pedersen, *Critical Incidents in Counseling for International Transitions*. American Counseling Association.

2007: Leonard, E., Moustafa Leonard, K., and Cook, R. Case 5-8: Cubical Terror. In E. Leonard, *Supervision: Concepts and Practices of Management*, 10th edition (pp. 536-537). Mason, OH: Thomson South-Western.

2006: Moustafa, K. Organizational slack time as competitive advantage: Initial considerations. *Journal of the Indiana Academy of Social Sciences*, 9: 99-107.

2005: **Book Review: Crossing Cultures: Insights from Master Teachers** edited by N.A. Boyacigiller, R.A. Goodman, & M.E. Phillips (Routledge, 2003) in *Journal of International Business Studies* at

2005: **Book Review: Shanghaied?: The Economic and Political Implications of the Flow of Information Technology and Investment across the Taiwan Strait** by M. Chase, K.L. Pollpeter, & J.C. Mulvenon (RAND National Security Research Division, 2004) in *Journal of Asia-Pacific Business*, 6 (3): 107-108.

Working Papers

Hittle, B., (student) & Leonard, K. Decision making in a supply chain crisis. In review at *Management Decisions*.

Leonard, K.M., and country collaborators. Polychronic timescapes across cultures: An examination of the Individual Polychronicity Values instrument. In review at *Administrative Science Quarterly*.

Leonard, K.M., Cosans, C., & Pakdil, F. and country collaborators. Cooperation across cultures: A 16 country review of the concept. In review at *International Journal of Intercultural Relations*.
 Markarian, T. (student), & Leonard, K. The effect of employee morale on profit. In review at *SAM Advanced Management Journal*.
 Leonard, K.M., Slaubaugh, M., Onwujuba-Dike, C.C., & Chang, O. The impact of societal culture on financial investment decisions. In review at *Abacus*.

Technical Reports

Van Scotter, J.R., Allen, D., Otondo, R., Palvia, P., Moustafa, K., Kim, S-Y., & Weeks, K. 2001. The impact of communication media characteristics on information acquisition and favorability of attitudes toward the Navy. Pentagon Report: Final Technical Report for the Office of Naval Research, Arlington, VA (from Office of Naval Recruitment Grant awarded May 2000 to September 2001).
www.stormingmedia.us/39/3977/A397793.html1/8.

Trade Publications

2010: Leonard, K., & West, E. Crisis in the grocery aisle. In review at *Progressive Grocer*.
Contributed column on management and organizational behavior issues in the *Fresno Business Journal* (monthly column for 3 years), as well as editorials for the *Sacramento (CA) Bee*, and *Fresno (CA) Bee* newspapers.
1994: Moustafa, K. What's wrong when materials and accounting records don't agree? *Material Management in Health Care*, (1): 36-37. <http://www.ncbi.nlm.nih.gov/pubmed/10131199>
1990: Moustafa K. Service management concepts in hospitals. *New Zealand Nursing Forum*, 18 (1): 11-12. <http://www.ncbi.nlm.nih.gov/pubmed/2325854>

Unpublished Work

Moustafa, K.S. 2004. A cross-cultural investigation of temporal orientation in work organizations: A differentiation matching approach. Unpublished Doctoral dissertation, Fogelman College of Business, University of Memphis, Tennessee.
 Moustafa, K.S. 1989. Public and private hospitals in Auckland: Economic and perceptual efficiency. Unpublished Master's thesis, Faculty of Commerce, University of Auckland, New Zealand.
 Moustafa, K.S. 1987. Some aspects of industrial relations behaviours of four occupational groups within the Auckland Hospital Board. To satisfy requirements of Industrial Relations: Theory and Practice, University of Auckland.

Invited Presentations 2006-2010 Other invited papers prior to 2006.

September 2010: Culture and time: Meanings and Mistakes. Pi Lambda Theta Great Lakes Region II Professional Development & Leadership Conference, Keynote presentation – “Changing Faces of Education,” Fort Wayne, IN
March 2010: Cultural competency and the bottom-line: A workshop. 9th Annual Indiana Conference on Cultural Competency for Behavioral Healthcare, Indianapolis, IN. (Nursing CEUs awarded for attendance at conference.)
January 2009: How culture affects individual views of time and time use. Folks United Nowadays meeting, United Way, Fort Wayne, IN.
May 2008: Customer Service in Healthcare. Indiana Healthcare Executives Network, Educational Meeting, Fort Wayne, IN. (Two American College of Healthcare Executives Category One credit awarded to attendees.)
May 2008: Talent Management and Bench Strength Development. Indiana Healthcare Executives Network, Educational Meeting, Fort Wayne, Indiana. (Two American College of Healthcare Executives Category One credit awarded to attendees.)
February 2008: Jerry Greenfield: How Ben & Jerry's organizational behavior gained their success. Honor students pre-speaker lecture, IPFW.

February 2008: Time and culture: Mistakes and misunderstandings. Pi Lambda Theta (honorary teaching society), Fort Wayne Chapter, Fort Wayne, IN.

November 2006: Performance Transformation. Indiana Healthcare Executives Network, Educational Meeting, Fort Wayne, IN. (Two American College of Healthcare Executives Category One credit awarded to attendees.)

July 2006: Presentation of cross-cultural research on media effectiveness and use at Baskent University, School of Industrial Engineering, Ankara, Turkey.

May 2006: Moderator for panel discussion on family business, at Fort Wayne (IN) Chamber of Commerce, Connections.

Presentations at Professional Conferences [Peer Reviewed Only] 2006-2010

May 2010: Revisiting the general systems theory in understanding organizational ethical failures. Hawaii International Conference on Business, Honolulu.

May 2010: Triple-loop learning within the business school. Hawaii International Conference on Business, Honolulu.

August 2009: The role of service-learning in business education. Management Education Division PDW: Enhancing Student Learning through Service Learning Opportunities, Academy of Management Conference, Chicago. http://program.aomonline.org/2009/pdf/AOM_2009_Annual_Meeting_Program.pdf

March 2009: Enhancing student learning through collaborative research on active learning. Scholarship of Teaching and Learning (SoTL) Conference, IPFW.

June 2008: Explicating social support at work: Scale development with a 12-country cross-national comparison of measurement invariance/equivalence (with D. Ford, R. Bhagat, B. Krishnan, P. Steverson, T. Billing). Academy of International Business Annual Conference, Milan, Italy. (withdrawn, authors unable to attend) http://aib.msu.edu/events/2009/AIB_2009_Conference_Program.pdf

June 2008: Management of knowledge transfer: The importance of social construction and context (with S. Byrne, student). 2nd International Conference on Knowledge Generation, Communication and Management and the 12th World Multiconference on Systemics, Cybernetics, and Informatics, Orlando, FL. (Accepted but unable to attend due to lack of funding.)

April 2008: Team performance and satisfaction: An investigation into the effect of group types (with G. Metts and A. Syed-Makander, student). MBAA International Conference, Operations Management/Entrepreneurship Association program. Article in *Proceedings*.

April 2008: Good news, bad news case study (with E. Leonard). MBAA International Conference, Society for Case Research annual meeting.

April 2008: Ethical values in the workplace: Individual values and organizational culture (with J. Wellington & E. Gaydos, student). MBAA International Conference, Business, Society, and Government Consortium annual meeting. <http://bsgconsortium.org/Proceedings%202008.pdf#page=91>

February 2008: Transformational teaching and active learning (with Z. Todorovic, N. Suntornpithug, & J. Wellington). E.C. Moore Educational Symposium, Indiana University-Purdue University Indianapolis.

February 2008: Creating relevant critical thinking projects (with Z. Todorovic & N. Suntornpithug). 11th Annual Area Dean's Teaching Conference, IPFW.

February 2008: Cultural effects on accounting practice and investment decisions (with M. Slaubaugh & H.C. Wang). American Society of Business and Behavioral Sciences Annual Meeting, Las Vegas. Article in *Proceedings*.

October 2007: Media effectiveness in a classroom setting: media richness theory and retention (with A. Wunderlin, Summer 2006 Student Undergraduate Research Award winner). Indiana Academy of Social Sciences Annual Meeting, Purdue University Northwest.

August 2007: Misbehavior in the workplace: When is it bullying? Finalist, Dark Side VI Case Writing Competition 2007, Management Education Division, Academy of Management Annual Meeting, Philadelphia. http://program.aomonline.org/2007/pdf/AOM_2007_Annual_Meeting_Program.pdf

- March 2007:** If leadership can be learned, what is the best way to teach (panel discussion led by J. Fahrenwald). MBAA International Conference, North American Management Society Annual Meeting, Chicago.
- March 2007:** What about the dress code? Case study (with E. Leonard and R. Cook). MBAA International Conference, Society for Case Research Annual Meeting, Chicago.
- August 2006:** A cross-cultural study of the individual polychronic values instrument (with country collaborators). Academy of Management Annual Meeting, Atlanta.
http://program.aomonline.org/2006/pdf/AOM_2006_Annual_Meeting_Program.pdf
- August 2006:** Cultural variations and perceptions of media effectiveness (with J. Van Scotter, F. Pakdil, & country collaborators). Academy of Management Annual Meeting, Atlanta.
http://program.aomonline.org/2006/pdf/AOM_2006_Annual_Meeting_Program.pdf
- July 2006:** International variations in organizational stress and coping: Results from 14-country investigation (with R.S. Bhagat, B. Krishnan, P.K. Steverson, D. Ford, and country collaborators). International Association of Applied Psychology, Greece.
- July 2006:** Cultural effects on organizational behavior: An initial framework (with J. Wellington). Business and Economics Society International (BESI) Conference, Florence, Italy.
- June 2006:** Wrongful Discharge – case study (with E. Leonard & R. Cook). Society for Case Research Summer Workshop, Fort Wayne, IN. Article in *Proceedings*.
- June 2006:** International variations in organizational stress and coping: Results from a 14-country investigation (with R. Bhagat, B. Krishnan, P.K. Steverson, D. Ford, & country collaborators). Academy of International Business Annual Meeting, Peking, China.
- March 2006:** Psychological contracts in the knowledge society: What will knowledge workers expect? MBAA International Conference, North American Management Society Annual Meeting, Chicago.
- March 2006:** Cubical Terror – case study (with E. Leonard). MBAA International Conference, Society for Case Research Annual Meeting, Chicago.
- March 2006:** Inspirational leadership across cultures: Initial considerations and meso-model (with C. Chanzu – MBA Student). MBAA International Conference, North American Management Society Annual Meeting, Chicago.

There are 25 peer reviewed presentations prior to 2006. In addition, I presented at writer's conferences in the area of editorial writing and publication of non-academic manuscripts (novels, short stories, and essays).

TEACHING:

Important Teaching Achievements and Incidents

- May 2010:** Excellence in Teaching awarded by MBA+ students in the Doermer School of Business and Management Studies.
- August 2009:** 2008 Doermer School of Business and Management Science Award for Excellence in Teaching from the Department of Management and Marketing, Indiana University-Purdue University Fort Wayne.
- March 2009:** One paper from the graduate Independent Study (Fall 2008) was accepted at the MBAA International Conference, Chicago.
- Fall 2008 and Spring 2009:** To assist the department when a colleague was not reappointed, I agreed to teach two of my three classes online each semester, for a total of 250 students each semester.
- April 2008:** Two papers (six students) were accepted at the MBAA International Conference, Chicago.
- April 2008:** 14 students presented papers at the IPFW Annual Undergraduate Research and Creative Endeavor Symposium.
- Spring 2007:** Nominated for Faculty Advisor of the Year by Student Government Association for work with Delta Sigma Pi.
- March 2007:** MBA Students from M542 class, Leadership and Managing People in Organizations (Summer 2005), presented their business plan from their company (Venture Alliance Systems and Technology, LLC) at the **Business Plan Competition** in San Francisco, CA, which started in the course.

April 2006 to November 2007: Faculty Advisor for *Iota Lambda Chapter of Delta Sigma Pi*, a national business fraternity. During this time, membership rose from 8 to over 60. In Summer 2007, national convention awarded Iota Lambda Chapter six awards: North Central Province: Outstanding Scholastic Development; Great Lakes Region: Most Improved Collegiate Chapter; Great Lakes Region: Outstanding Scholastic Development; Great Lakes Region: R. Nelson Mitchell Outstanding Chapter; Great Lakes Region: Outstanding Professional Activities; North Central Province: Most Improved Chapter; National: Most Improved Collegiate Chapter.

April 2006: Ohio MBA Case Competition: Participated in selection of team members and offered project development assistance.

April 2006: Six students presented papers at the IPFW Annual Undergraduate Research and Creative Endeavor Symposium.

March 2006: MBA Students from Summer 2005 course in Leadership and Managing People in Organizations (M542 – International Organizational Behavior) presented their class paper at the *American Society of Civil Engineers – Earth & Space 2006 Conference* (Aerospace Division).

December 2005: 19 student papers were selected for presentation at the Indiana University Undergraduate Research Conference at Indiana University-Purdue University Indianapolis.

Classes Taught

Indiana University-Purdue University Fort Wayne 2004 to present:

Academic Session	Course Prefix and Number	Title of Course	Contact Hours	Enrollment (semester end)
Fall 2004	M542-01	Leadership and Management of People in Organizations graduate	3	34
	W204-02	Social, Legal, and Ethical Implications for Business Decisions	3	34
	W204-03	Social, Legal, and Ethical Implications for Business Decisions	3	29
Spr 2005	M542-01	Leadership and Management of People in Organizations graduate	3	29
	W204-01	Social, Legal, and Ethical Implications for Business Decisions	3	30
	W204-03	Social, Legal, and Ethical Implications for Business Decisions	3	23
	G591-02	Independent Study in Behavioral Studies graduate	3	1
Su 2005	M542-01	Leadership and Management of People in Organizations graduate	3	6
Fall 2005	M542-01	Leadership and Management of People in Organizations graduate	3	35
	W204-02	Social, Legal, and Ethical Implications for Business Decisions	3	19
	Z450-01H	International Organizational Behavior (Honors)	2	2
	D490-01	Special Topics in International Business	3	10
	G591-02	Independent Study in Behavioral Studies graduate	3	1
Spr 2006	M542-01	Leadership and Management of People in Organizations graduate	3	18
	W204-01	Social, Legal, and Ethical Implications for Business Decisions	3	39
	W204-02	Social, Legal, and Ethical Implications for Business Decisions	3	28
	Z490-01	Independent Study in Behavioral Studies	3	2
	G591-01	Independent Study in Behavioral Studies graduate	3	5
Su 2006	M542-01	Leadership and Management of People in Organizations graduate	3	18
	W204-01	Social, Legal, and Ethical Implications for Business Decisions	3	12
Fall 2006	M542-01D	Leadership and Management of People in Organizations graduate	3	32
	M542-01C	Leadership and Management of People in Organizations graduate	3	7
	Z440-02	Personnel and Human Resource Management	3	21
	D490-01	Special Topics in International Business	3	10
	G591-01	Independent Study in Behavioral Studies graduate	3	2
Spr 2007	M542-01D	Leadership and Management of People in Organizations graduate	3	29
	M542-01C	Leadership and Management of People in Organizations graduate	3	2
	Z444-01	Human Resource Research and Measurement	3	12
	W100-03	Principles of Business Administration	3	35
	G591-01	Independent Studies in Behavioral Studies graduate	3	4

Su 2007	M542-01	Leadership and Management of People in Organizations graduate	3	13
	Z302-01	Management and Behavior in Organizations	3	19
Fall 2007	M542-01	Leadership and Management of People in Organizations graduate	3	38
	W430-01	Leadership, Teamwork, and Group Dynamics*	3	29
	W430-02	Leadership, Teamwork, and Group Dynamics*	3	32
	Z440-02	Personnel and Human Resource Management	3	32
Spr 2008	M542-01	Leadership and Management of People in Organizations graduate	3	24
	W430-01	Leadership, Teamwork, and Group Dynamics*	3	35
	W430-01	Leadership, Teamwork, and Group Dynamics*	3	7
	Z490-01	Independent Study in Personnel and Management Behavior	3	7
	G591-01	Independent Studies in Behavioral Studies graduate	3	1
Su 2008	Z302-01	Management and Behavior in Organizations (Internet)	3	22
	W430-01	Leadership, Teamwork, and Group Dynamics (Internet)	3	42
	Z490-01	Independent Study in Organizational Behavior	3	1
Fall 2008	M542-01	Leadership and Management of People in Organizations graduate	3	30
	W430-01	Organizations and Organizational Change* (Internet)	3	58
	W204-01	Social, Legal, and Ethical Implications for Business Decisions (Internet)	3	132
	G591-01	Independent Studies in Behavioral Studies graduate	3	1
	Z490-01	Independent Study in Personnel and Management Behavior	3	2
Spr 2009	M542-01	Leadership and Management of People in Organizations graduate	3	14
	W430-01	Organizations and Organizational Change* (Internet)	3	59
	W204-01	Social, Legal, and Ethical Implications for Business Decisions (Internet)	3	156
	Z490-01	Special Studies in Organizational Behavior	3	2
Su 2009	Z302-01	Management and Behavior in Organizations (Internet)	3	29
	W430-01	Organizations and Organizational Change* (Internet)	3	42
	W430-01X	Organizations and Organizational Change (Internet)	3	1
	G591-01	Independent Studies in Behavioral Studies graduate	3	1
Fall 2009	W204-04	Social, Legal, and Ethical Implications for Business Decisions	3	26
	W430-01	Organizations and Organizational Change	3	19
	M542-01	Leadership and Management of People in Organizations (Internet) graduate	3	26
	G591-01	Crisis Management – Independent Studies in Behavioral Studies graduate	3	6
	Z490-01	Crisis Management – Independent Studies in Behavioral Studies	3	10
	H511-01	Thesis graduate	3	3
Spr 2010	W430-01	Organizations and Organizational Change	3	38
	M542-01	Leadership and Management of People in Organizations graduate	3	9
	Z444-01	Human Resource Research and Measurement	3	10
	H511-01	Thesis (continuation) graduate	3	3
	G591-01	Independent Studies in Behavioral Studies graduate	3	2
Sum 2010	W430-01I	Organizations and Organizational Change (Internet)	3	59
	M590-01	Strategic Management – graduate capstone course	3	20
	M591-01	Independent Study – Organizational Behavior graduate	3	2
Fall 2010	W430-01	Organizations and Organizational Change	3	34
	W430-02	Organizations and Organizational Change	3	15
	M542-01	Leadership and Management of People in Organizations graduate	3	27
	M542-03	Leadership and Management of People in Organizations graduate	3	31
	Z490-02	Leadership, Teamwork, and Group Dynamics	3	1

Note: An * indicates the course W430, which was changed from Leadership, Teamwork, and Group Dynamics to Organizations and Organizational Change in Fall 2008, to be consistent with documents held at Purdue University.

Thesis Advisor (H511-01, Fall 2009 to Fall 2010) for graduate students, Florence Ngala and David Jackson
Thesis Committee Member (Fall 2009 to Spr 2011) for graduate student, Aaron Butler

University of Memphis (Tennessee) 2001 and 2003:

International Organizational Behavior and Management – MBA
International Management – undergraduate senior
Organizational Behavior – undergraduate senior
McNair Scholarship Independent study – undergraduate
Organizational Behavior and Management Information Systems – undergraduate independent study
International Management – undergraduate independent study

Arkansas State University 2003:

Seminar in Organizational Behavior and Leadership – MBA

LaVerne University (California) 1999:

Accounting for Non-Financial Managers – graduate/undergraduate, Healthcare Administration Program

SERVICE ACTIVITIES:

PROFESSIONAL ASSOCIATIONS

Memberships

Academy of Management	Midwest Academy of Management
Academy of International Business	North American Case Research Association
American College of Healthcare Executives	
International Academy for Intercultural Research, Associate Fellow	

Invited Journal Reviewer (alphabetical)

Case Research Journal
Human Resource Management Journal
International Journal of Intercultural Relations
Journal of Management
Journal of Organizational Behavior
Journal of International Management
Journal of Business and Applied Management
North American Case Research Journal
Review of Business

Conference Service (2006-2010)

2010:

Reviewer, Institute of Behavioral and Applied Management Conference, San Diego – one paper
Reviewer, International Management Division, Academy of Management Annual Meeting, Montreal, Ontario, Canada – one paper
Reviewer, Organizational Behavior Division, Academy of Management Annual Meeting, Montreal, Ontario, Canada – three papers
Reviewer, Academy of International Management Annual Meeting, Rio de Janeiro, Brazil – two papers

2009:

Reviewer, International Management Division, Academy of Management Annual Meeting, Chicago – three papers
Reviewer, Organizational Behavior Division, Academy of Management Annual Meeting, Chicago – two papers
Reviewer, Academy of International Management Annual Meeting, San Diego – one paper

2008:

Discussant, Society for Case Research Annual Meeting, Chicago.
 Reviewer, International Business and Applied Management Conference Annual Meeting – one paper.
 Chair, Operations Management and Entrepreneurship Association Annual Meeting, Chicago.
 Moderator, Afternoon session, 11th Annual Area Dean's Teaching Conference, IPFW.

2007:

Discussant, Midwest Academy of International Business Annual Meeting, Chicago
 Reviewer, Organizational Behavior Division, Southern Management Academy Annual Meeting – 3 papers
 Reviewer, Health Care Management Division, Academy of Management Annual Meeting, Philadelphia – 3 papers
 Reviewer, International Management Division, Academy of Management Annual Meeting, Philadelphia – one paper
 Reviewer, Organizational Behavior Division, Academy of Management Annual Meeting, Philadelphia – one paper
 Discussant, Midwest Academy of International Business Annual Meeting, Chicago
 Discussant, Society for Case Research Annual Meeting, Chicago
 Track Chair, Organizational Behavior, Organizational Theory, and Human Resource Management issues in International Business, Midwest Academy of International Business Annual Meeting, Chicago.

2006:

Reviewer, Southern Management Association Annual Meeting – one symposium and 2 papers
 Reviewer, International Business and Applied Management Conference – 2 papers.
 Discussant, Midwest Business Administration Association Annual Meeting, Chicago.
 Discussant, Midwest Academy of International Business (AIB) Annual Meeting, Chicago.
 Reviewer, Academy of International Management Annual Meeting, Beijing, China.
 Reviewer for Organizational Behavior Division, Academy of Management Annual Meeting, Atlanta, August 2006.
 Reviewer for Organizational Communication and Information Sciences Division, Academy of Management Annual Meeting, Atlanta, August 2006.

Other conference service before 2006 as reviewer, chair, and discussant.

Managing Editor for the special issue of Applied Psychology: An International Review, 52 (3), July 2003, on Workforce Diversity in the International Context. Professor Rabi S. Bhagat, University of Memphis, editor.

INDIANA UNIVERSITY-PURDUE UNIVERSITY FORT WAYNE**University**

Senator, Indiana University-Purdue University Fort Wayne Senate 2007-2010
 Member, Senate Faculty Affairs Subcommittee 2008-2009
 Member, Student Life Director Search Committee 2007-2008
 IPFW Grade Appeal Committee, 2007-2008
 IPFW Strategic Initiatives Committee, 2007-2008
 Member, Advisory Committee on the Aging and Aged, 2005-2008 (Secretary 2007-2008)
 Member, University Library Subcommittee, 2005-2008
 Elected Representative for IPFW at the Indiana University Faculty Committee, 2006-2007
 Member, Foundations of Excellence, Committee on Philosophy, 2006-2007
 Member, Faculty Highlights Committee, 2006
 Member, Faculty Survey Committee, 2005-2006
 Member, Honors Program Council, 2005-2006
 Member, Advisory Committee for People with Disabilities 2005-2006

Richard T. Doermer School of Business

Member, Graduate Policy Committee, 2007 to 2011 (Chair, 2007-2009)
 Faculty Advisor, Delta Sigma Pi, Iota Lambda Chapter, 2006 to 2007
 Member, Reaffirmation Steering Committee, 2006-2008
 Member, Strategic Planning Committee, 2005-2007
 Member, Business Program Assessment Committee, 2005
 Visited Baskent University, Ankara, Turkey, to discuss collaboration with their School of Industrial Engineering and other interested parties, July 2006.
 Sponsored the visit of Assistant Professor Fatma Pakdil, M.B.A., Ph.D., Baskent University, Ankara, Turkey, during July and August 2005.

Recognized with the 2009 Annual Doermer School of Business Award for Excellence in the area of Service

Department of Management and Marketing

Policy and Planning Committee, 2004-2006 and 2008-2010
 Screening Committee, 2004-2005 and 2007-2009
 Assessment Subcommittee, 2006-2011 (Chair, 2006-2008 and 2009-2010)

COMMUNITY**Community Projects**

2010: Students in two sections of W430, Organizations and Organizational Change, Fall 2010, completed volunteer and consulting work to understand how not-for-profit organizations function in the business environment in Fort Wayne, IN.

2006-2010: Consultancy with Society of Engineering Employees, UAW Local 2911, Stephen (Mike) Coil, Representative.

2009: Performed work group achievement evaluation for 2008 Health Visions/Allen County Health Disparity Coalition grants.

2007-2009: Students in three classes performed volunteer and consulting work to understand how organizations function in the business environment in Fort Wayne, IN. Volunteer and consultant work included local government and health agencies, Harvest Food Bank, Junior Achievement, Angel Food Bank, Habitat for Humanity (all volunteer work), and a local coffee shop (consultancy). Classes involved:
 W430, Organizations and Organizational Change, Fall 2007/Spring 2008/Summer 2008/Fall 2008/Spring 2009/Fall 2009
 W204, Societal, Legal, and Ethical Implications for Business Decisions, Fall 2008/Spring 2009/Fall 2009, and
 Z302, Management and Behavior in Organizations, Summer 2008.

2007: Grant written for leadership training for not-for-profit organizations, through HealthVisions Fort Wayne, Professional Business Consulting, and Creative Training Excellence, Inc., July 2007.

2004-2007: Northeast Indiana Better Business Bureau, *Examining the level of accountability and transparency in the Fort Wayne business community*, with Dean John Wellington. Mike Coil, President and CEO, Northeast Indiana Better Business Bureau.

2006: Consultancy with International Truck and Transportation, Fort Wayne division, Deborah O'Kelly, Human Resources, and Gayle Goodrich, Employee Assistance Program Coordinator.

2005-2006: Fort Wayne Urban League and United Way: Development of project to support African American business, with Dean John Wellington and Ms. Ruby Cain. (Note: Seeking to revive this effort in 2011.)

2005-2006: Member, Results Management/Knowledge Dissemination Subgroup of the Department of Mental Health and Addiction Transformation Workgroup.

2004-2006: Jill Probst, Junior Achievement, involving students with a volunteering opportunity each semester in Social, Legal, and Ethical Implications for Business Decision (W204).