

## **CURRICULUM VITAE**

### **MZAMO P. MANGALISO, PH.D.**

Isenberg School of Management	96 Grantwood Drive
University of Massachusetts	Amherst, MA 01002
Amherst, MA 01003	
Tel: +1-413-545-5698	Tel: +1-413-545-3696
Email: mangaliso@isenberg.umass.edu	mzamo.mangaliso@gmail.com

### **EDUCATION**

Ph.D.	1988	University of Massachusetts, Amherst Isenberg School of Management Major Field: Strategic Management
M.B.A.	1984	Cornell University, Ithaca, NY Johnson School of Management Major Field: Strategy, Finance
U.E.D.	1975	University of Fort Hare, Alice, South Africa University Education Diploma (Graduate) Major Fields: Mathematics, Physical Science
1974	B.Sc.	University of Fort Hare, Alice, Eastern Cape Majors: Chemistry, Physics

### **WORK EXPERIENCE**

2006 – 2008, President & CEO, National Research Foundation of South Africa

1990 – 1992, M.B.A. Director University of Massachusetts, Amherst

1988 – date, Associate Professor UMass, Amherst (promoted and tenured in 1996).

1984 – 1988, Research Associate, UMass, Amherst

1985 – 1990, Co-Director, Denison University SA Orientation

1997 – 2001, Adjunct Professor, UNISA School of Business Leadership

1976 – 1984, Production Manager, Unilever, Durban, South Africa

1973 – 1975, Physics Lab Assistant/Demonstrator, University of Fort Hare, S. Africa

## **AWARDS & HONORS**

- 2010 Inducted as an Honorary Member of the University of Massachusetts Amherst Chapter of the Golden Key International Honor Society.
- 2008 Elected Member of the Academy of Sciences of South Africa (ASSAf)
- 2007 Elected Fellow of the Eastern Academy of Management
- 2003 Fellow, TEACHNology, UMass-Amherst
- 2000 Mentor for Lilly Teaching Fellow (Professor Jay Gladden), UMass-Amherst  
UMass Nominee for the Carnegie Foundation U.S. Professor of the Year Award
- 1999 Winner, University-wide Distinguished Teaching Award.  
Winner, College Outstanding Teacher Award, ISOM, UMass-Amherst
- 1993 Lilly Teaching Fellow, UMass-Amherst

## **GRANTS & SCHOLARSHIPS**

- 2009 Proposal in Preparation for a \$10M Center for Excellence in African Development and International Trade, CEADIT (with Professors Stephen Coelen and Joe Berger). Isenberg School of Management will be the lead college. University of Fort Hare and Nelson Mandela Metropolitan University to be the locations of the Center in South Africa.
- 2005 Periodic Multi-Year Review (PMYR) Grant for Research, University of Massachusetts, \$2,500
- 1999 Key role player in the Universities Tertiary Education Linkages Project (TELP) Grant Application (Professor John Cunningham, PI). Sponsored by the USAID, the TELP resulted in a strong partnership between UMass and the Medical University of Southern Africa (MEDUNSA) in Pretoria. \$450,000.
- 1997 Principal Investigator for the Kohlmorgen–UMass International Offsets Project that generated 22 projects infrastructural development projects Campus-Wide from UMass departments. The projects accompanied the international competitive bid submitted by the Electro-Optical Division of Kohlmorgen, Northampton for upgrading the South African Submarine Surveillance Systems. \$28,500.
- 1992 Wrote parts of the UMass proposal for the Patricia Roberts Harris Fellowship to attract minority graduate students. UMass awarded 14, ISOM received 4.
- 1991 Minority GMAC-AACSB (Graduate Management Admission Council-Assembly of the American Collegiate Schools of Business) Summer Institute. Grant Application to create awareness among minority students about opportunities for graduate study at US schools of business. Grant won by the University of Michigan.
- 1987 Co-author of grant application for USAID funding for the Denison University-South African Pre-Graduate Summer Program. Awarded \$300,000.
- 1984 Ford Foundation Grant to study for Ph.D., University of Massachusetts. \$30,000.

- 1982 Institute of International Education; Cornell University Scholarship.
- 1970 Shell Scholarship; Ernest Oppenheimer Scholarship, University of Fort Hare.

## **SCHOLARLY OUTPUTS**

### **BOOKS**

- Mangaliso, M. P. 2010. *Strategic Choice under Uncertainty: Multinational Corporations and the Pressure to Disinvest from South Africa*. Lanham, MD: Rowland & Littlefield/University Press of America.
- Van den Heuwel, H., Mangaliso, M.P. and Van de Bunt, L. (Eds.) 2007. *Prophecies and Protests: Ubuntu in Glocal Management*. Amsterdam, NE and Pretoria, SA: Rozenberg Publishers and UNISA Press.

### **EDITOR OF CONFERENCE PROCEEDINGS**

- Mangaliso, M.P. and Wong-Mingji, D. (Eds.) 2005. *Business and Societal Transformation for Economies on the Move: Proceedings of the 11<sup>th</sup> International Conference on Managing in a Global Economy*. Held in Cape Town. New York: Aquinex.
- Bacdayan, P. and Mangaliso, M.P. (Eds.). 2001. *Managing in the Digital Age: Proceedings of the 38<sup>th</sup> Annual Meeting of the Eastern Academy of Management*. Held in New York City. Madison, WI: Omni Press.
- Mangaliso, M.P. and Palmer, D. (Eds.). 1995. *Cooperation and Competition: Proceedings of the 6<sup>th</sup> International Conference on Managing in a Global Economy*. Held in Singapore. Madison, WI: Omni Press.
- Mangaliso, M.P. and Weiner, J. (Eds.). 1995. *Learning is Managing: Proceedings of the 32<sup>nd</sup> Annual Meeting of the Eastern Academy of Management*. Held in Ithaca, NY. Madison, WI: Omni Press.

### **JOURNAL ARTICLES**

- Chawla, C, Mangaliso, M.P, Knipes, B.J. & Gauthier, J. 2011. Antecedents and Implications of Uncertainty in Management: A Historical Perspective. *Journal of Management History*, 18(2): 200 - 218.
- Gopalakrishnan, S., Mangaliso, M.P., and Butterfield, D.A. 2008. Managing ethically in times of transformation: Challenges and opportunities. *Group and Organizational Management*, 33(6): 756-759.
- Butterfield, D.A. and Mangaliso, M.P. 2006. Introduction to Special Issue on Business and Societal Transformation: Challenges and Opportunities for Economies on the Move. *Organization Management Journal*, 3(2): 92-93.
- Mangaliso, M.P. and Mir, R.A. 2004. Globalization in the Management Discourse: Some Unresolved Issues. *Management Today*, 20(9): 12-17.

- Mangaliso, M.P. 2001. Building Competitive advantage from *ubuntu*: Management lessons from South Africa. *Academy of Management Executive*, 15(3): 23-33.
- Mangaliso, M.P. and Nkomo, S.N. 2001. Eskom's Chairman Reuel Khoza on the transformation of South African business. *Academy of Management Executive*, 15(3): 8-15.
- Mangaliso, M.P. and Nkomo, S.N. 2001. Herdbuoys-McCann Erickson's Chairman Peter Vundla on Black Entrepreneurs and Economic Empowerment (with Nkomo, S.N). *Academy of Management Executive*, 15(3): 16-22.
- Mangaliso, M.P., Mir. R.A., and Knipes, B.J. 1998. Towards a Framework of Firm Responsiveness to Turbulent Environments. *Southern African Business Review*, 2(2): 25-37.
- Mangaliso, M.P. South Africa: Corporate Social Responsibility, and the Sullivan Principles. 1997. *Journal of Black Studies*, 28(2): 219-238.
- Mangaliso, M.P. 1995. Toward an Affirmation of African Philosophical Thought in Management Discourse. *Entrepreneurship, Innovation, and Change*, 4(3): 241-251.
- Mangaliso, M.P. 1995. The Strategic Usefulness of Management Information as Perceived by Middle Managers. *Journal of Management*, 21(2): 231-250.
- Mangaliso, M.P. 1993. Cultural Exigencies in Management and Organizational Discourse. *Entrepreneurship, Innovation, and Change*, 2(4): 321-334.
- Mangaliso, M.P. 1992. Entrepreneurship and Innovation in a Global Environment. *Entrepreneurship, Innovation, and Change*, 1(4): 437-450.
- Mangaliso, M.P. 1992. The Corporate Social Challenge for the Multinational Corporation. *Journal of Business Ethics*, 11(7): 491-500.

## BOOK CHAPTERS

- Pio, E., Waddock, S., Mangaliso, M., McIntosh, M., Spiller, S., Takeda, H. 2012. Pipeline to the Future: Seeking Wisdom in Indigenous, Eastern and Western Traditions. In Neil, J. (Ed.). *Handbook of Faith and Spirituality in the Workplace: Emerging Research and Practice*. New York: Springer.
- Mangaliso, M.P. & Lewis, A.O. 2012. Making Strategic Management Research Relevant to Emerging Market Countries. In Wang, C.L., Ketchen, D.J., and Bergh, D.D. (Eds). *Research Methodology in Strategy and Management – West Meets East: Toward Methodological Exchange*, Vol. 7, pp. 241-263.

Mangaliso, M.P. 2009. Foreword. In G.S. Mukuka, *Reap What You Have Not Sown: Indigenous Knowledge Systems and Intellectual Property Laws in South Africa*. Pretoria: PULP Books, pp. 11-14.

Mangaliso, M.P. and Mangaliso, N.A. 2007. Unleashing the Synergistic Effects of Ubuntu: Observations from South Africa. In *Prophecies and Protests: Ubuntu in Glocal Management* (Van den Heuvel, et al., Eds.). Amsterdam: Rozenberg Publishers/Pretoria: UNISA Press, pp. 121-144.

Mangaliso, M.P. and Van de Bunt, L. 2007. Contextualizing *ubuntu* in the glocal management discourse. In *Prophecies and Protests: Ubuntu in Glocal Management* (Van den Heuvel, et al., Eds.). Amsterdam: Rozenberg Publishers, pp. 199-209.

Mangaliso, M.P. Building Competitive Advantage from Ubuntu: Management Lessons from South Africa. 2004. Reprinted in S.M. Puffer (ed.), *International Management: Insights from Fiction and Practice*. New York: M.E. Sharpe, pp.150-157.

\_\_\_\_\_ Reprinted in Thomas D.C. (Ed) 2003. *Readings and Cases in International Management: A Cross-Cultural Perspective*. Edited by D.C. Thomas. Sage Publications, pp. 32-43.

Mangaliso, M.P. 1999. Democracy in an Age of Globalization: Implications for South African Universities. In *No Easy Road: Transforming Higher Education in South Africa*, M. Cross (Ed.). Maskew Miller-Longmans Publishers, Cape Town, pp. 98 - 109.

Mangaliso, M.P. 1999. Disinvestment by Multinational Corporations. In *How Sanctions Work: Lessons from South Africa*, N. Crawford & A. Klotz (Eds.). Macmillan, London, pp. 145-158.

Mangaliso, M.P. 1996. Can Political Democracy Coexist with Economic Concentration? The Case of South Africa. In M. Agonafer (Ed.). *Africa in the Contemporary International Disorder: Crisis and Possibilities*. University Press of America, Lanham, MD, pp. 287-310.

Mangaliso, M.P., Halvorsen, J-M. and Patel, P.R.1996. Colgate Palmolive in Hungary. In S. Hills, K. Leong, and R. Garcia (Eds.). *Cases in International Business: A Focus on Emerging Markets*. St. Paul, MN West Publishing Company, pp. 59-64.

\_\_\_\_\_ Reprinted in McFarlin, D.B. & Sweeney, P.D. (Eds.). 1998. *International Management: Trends, Challenges, and Opportunities*. Cincinnati, OH: South Western College Publishing, pp. 445-450.

Mangaliso, M.P. 1994. Preface. In N.A. Mangaliso. *The South African Mosaic: A Sociological Analysis of Post-Apartheid Conflict*. University Press of America, Lan-

ham, MD, pp. v-vii.

Mangaliso, M.P. 1991. Whose Knowledge Matters? The Case for Developing Multicultural Theories of Management. In J. Jansen (Ed.). *Knowledge and Power in South Africa: Critical Perspectives across the Disciplines*, Johannesburg, South Africa: Skotaville Publishers, pp. 237-247.

## PAPERS UNDER REVIEW & WORKING PAPERS

Strategic Choice Models in a Globalized Marketplace: Perspectives through the Resource Based View and Transaction Cost Economics Conceptual Lenses (with J-M. Culhane). *International Journal of Management Perspectives*. Paper from Annual Meeting of the American Sociological Association. **UR**. Accepted after further review by *IJM*. Available at SSRN: <http://ssrn.com/abstract=1691581> (25 pp.)

Toward Restoring Compassion and Humanity to Organizational Thought and Practice (with Culhane, J-M. and Knipes, J.B.). *Journal of Business Ethics*. **UR**. Second revision submitted. (41 pp.)

Ubuntu and the Management of Contemporary Organizations: The Possibilities and Limitations. (With Mangaliso, N.A.). *International Journal of Cross-Cultural Management*. Second revision submitted. (37 pp.)

Uncertainty and the Natural Environment: Implications for Strategic Management (With J. Gauthier). *Business Strategy & Environment*. **UR**. Available at SSRN: <http://ssrn.com/abstract=1705463>. (29 pp.)

Managing Organizational Crisis: Learning from Ground Zero. (With Knipes, B.K. and Gazillo, S.P.). **WP** for possible submission to the *Journal of Crisis Management*. (44 pp.)

Some Implications of the Inter-Cultural Approach to International Human Resource Management: *Ubuntu* and *Wasta* in Organizations. For submission to *The International Journal of Human Resource Management*. **WP**. (25 pp.)

Culture as the Context of Environmental Uncertainty, Structural Decentralization, and Strategic Significance of Information: A Three-Country Comparison (with J. Knipes, J.Alves, A. Asorio). **WP**. Available at SSRN: <http://ssrn.com/abstract=1705393>. In preparation for submission to the *Journal of International Business Studies*. (28 pp.)

Performance Implications of the Corporate Downsizing Strategy (with J. Culhane). For submission to the *Journal of Managerial Issues*. **WP**. Available at SSRN: <http://ssrn.com/abstract=1695416> or <http://dx.doi.org/10.2139/ssrn.1695416>. (22 pp.)

Changing Managerial Beliefs: Toward a Conversion Model (with Young, S.). For submission to the *Journal of Change Management*. Available at SSRN: <http://ssrn.com/abstract=1704016> or <http://dx.doi.org/10.2139/ssrn.1704016>. (24 pp.)

## REFEREED CONFERENCE PAPERS & SYMPOSIA

Mangaliso, M.P. & Lewis, A.O. 2013. Strategic Management Research in Developing Nations: How Relevant? *Academy of Management Africa Conference*. Johannesburg, South Africa. January.

O'Keefe, H., Haertle, J., Gudic, M., Farias, G., Mangaliso, M., and Motta, P. 2012. Informal Economy, Poverty, and Responsible Management Education: Global Perspectives. *All-Academy Theme Symposium at the Annual Conference of the Academy of Management*. Boston, MA, August.

Mangaliso, M.P., Culhane, J-M. and Knipes, B.K. 2012. Reconsidering Humanity and Moral Legitimacy of Organizations. *Annual Conference of the Academy of Management*. Boston, MA August.

Mangaliso, M.P. and Eckardt, R.L. 2011. Rationality and Subjective Certainty in Organizational Decision-Making. *14th International Conference on Managing in a Global Economy*. Bangalore, India. June.

Mangaliso, M.P. & Mangaliso, N.A. 2011. Divestment Strategy and Social Change: Recent Evidence from South Africa. *14th International Conference on Managing in a Global Economy*. Bangalore, India. June.

Mangaliso, M.P., Culhane, J-M. & Knipes, B.J. 2011. Toward a More Humanistic Ethos in Contemporary Organizations: Challenges for Research and Practice. *Proceedings of the 42nd Annual Conference of the Decision Sciences Institute*. Boston, MA. November. pp. 1474-1479.

Waddock, S., Takeda, H., Pio, E., Spiller, S., Mangaliso, M.P., McIntosh, M. 2011. Wisdom of the East Meets the West: What Can the West Learn from the East and Indigenous Cultures? *All-Academy Theme Symposium at the Annual Conference of the Academy of Management*. San Antonio, TX, August.

Mangaliso, N.A. & Mangaliso, M.P. 2011. Economic Power as Political Power: Post-Apartheid South Africa Revisited. *Annual Meetings of the American Sociological Association*. Las Vegas, NE. August.

- Eckardt, R.L. & Mangaliso, M.P. 2011. Environmental Uncertainty Revisited: Toward a Clarification of the Measures Used. *Proceedings of the 47<sup>th</sup> Annual Meeting of the Eastern Academy of Management*. Boston, MA. May.
- Weir, D.T.H., Mangaliso, M.P. and Mangaliso, N.A. 2010. Some Implications of the Inter-Cultural Approach to International HRM: Ubuntu and Ummah. *Academy of Management Best Paper Proceedings*. Montreal, CANADA, pp. 1-6. Paper among the top 5% (300 out of 6,000) published in full text in the *Proceedings*.
- Chawla, C., Mangaliso, M.P., Knipes, B.J, and Guthier, J. 2010. Antecedents and Consequences of Uncertainty in Management: A Critical Perspective in Historic Context. *Annual Conference of the Academy of Management*, Montreal, Canada. Paper was **Winner of the CEBC Halloran Prize** in the History of Corporate Responsibility in the Management History Division.
- Gauthier, J. and Mangaliso, M.P. 2010. Uncertainty and the Natural Environment: Implications for Strategic Management. *Proceedings of the 47<sup>th</sup> Annual Meeting of the Eastern Academy of Management*. Portland, ME. Paper was one of four nominated for the **Outstanding Conceptual Paper Award**.
- Weir, D.T.H., Mangaliso, M.P. and Mangaliso, N.A. 2009. Ubuntu and Wasta as a Model of Enterprise. *Proceedings of the 6th International Critical Management Studies Conference*, Warwick, U.K. July.
- Mangaliso, M.P., Mangaliso, N.A., Weir, D.T. 2009. Towards a Reconciliation of the Emergent Management Cultures in Africa and the Islamic World with Traditional Management Cultures. *Proceedings of the 46<sup>th</sup> Annual Meeting of the Eastern Academy of Management*. Hartford, CT. May.
- Mangaliso, M.P. and Mangaliso, N.A. 2008. Ubuntu and African Culture. *Annual Conference of the Academy of Management*. Anaheim, CA. August.
- Mangaliso, M.P. 2008. Environmental Uncertainty in Decision-making: Building the Case for a Meta-Analysis of the Construct. *Proceedings of the 45<sup>th</sup> Annual Meeting of the Eastern Academy of Management* held in Washington, DC, May.
- Mangaliso, M.P. and Kaniki, 2008. A. Heisenberg's Uncertainty Principle in the Management and Organizational Discourse. *Proceedings of the Annual Conference of the International Academy of Business and Public Administration Disciplines* held in Orlando, FL, January.
- Mangaliso, M.P., Kahn, B., Knipes, B., Ovitsky, N., Pellissier, R., Rogers, M., and Mangaliso, N.A. 2007. Ubuntu Leadership: A Prototype for Cellular Economic Development. Symposium. *Symposium at the 12th International Conference on Managing in a Global Economy*. Amsterdam, The Netherlands. June.



- Mangaliso, M.P. and Mangaliso, N.A. 2006. Beyond Parochialism in the Organizational Discourse: Insights from Ubuntu in Southern Africa. *Proceedings of the Annual Conference of the American Sociological Association*. Montreal, Quebec, Canada. August.
- Mangaliso, M.P. and Mangaliso, N.A. 2006. Emerging Management Concept: Living Human Values in South Africa. *Annual Conference of the Academy of Management*, Atlanta, GA. August.
- Mangaliso, M.P., Galli-Debisella, A.L. and Crosby, E. 2006. Toward Globally Sustainable Competitive Advantages for SMEs: Transaction Cost and Resource Based Views. *Proceedings of the 43rd Annual Meeting of the Eastern Academy of Management*. Saratoga Spring, NY, May.
- Mangaliso, M.P., Crosby, E., and Culhane, J-M. 2006. Performance Implications of the Corporate Restructuring Strategy of Downsizing. *Proceedings of the Annual Conference of the International Academy of Business Disciplines*. San Diego, CA April.
- Mangaliso, M.P., Galli-Debisella, A.L., and Crosby, E. 2006. Globalization in the Strategic Management Discourse: An Evaluation through the Resource Based View and Transaction Cost Economics Theory. *Proceedings of the Annual Conference of the International Academy of Business Disciplines*. San Diego, CA April.
- Mangaliso, M. P. and Weir, D.T. 2005. Belief-Systems and Core Values in Traditional and Emergent Management Styles in Southern Africa and the Middle World of Northern Africa and the Middle East. *Annual Conference of the Academy of Management*. Honolulu, HI. August.
- Mangaliso, M.P., Mangaliso, N.A., Weir, D.T. 2005. Dimensions of Traditional and Emergent Management Styles in Southern Africa and Northern Africa/Middle East. *Proceedings of the 11th International Conference on Managing in a Global Economy*, pp. 791 - 809. Cape Town: UCT Graduate School of Business. Paper was **Nominated for the Carolyn Dexter Outstanding Paper Award**.
- Mangaliso, M.P., Kahn, B., Knipes, B., Ovitsky, N., Pellissier, R., Rogers, M., and Mangaliso, N.A. 2005. Interactive Distance Learning Alliances: The Possibilities and Limitations. Symposium. *11th International Conference on Managing in a Global Economy*. Cape Town, South Africa. June 26-30.
- Mangaliso, M.P, Kessler, E., Lucas, L., Peridis, T., Gopalakrishnan, S. and Ma, H. 2005. Mythology and Leadership: A Multicultural Exploration of Models and Styles. Symposium. *Symposium at the 11th International Conference on Managing in a Global Economy*. Cape Town, South Africa. June 26-30.

- Mangaliso, M.P., Elves, J., and Osorio, A. 2005. The Impact of Uncertainty and Decentralization on Information Usefulness: An International Comparison. *Proceedings of the 42<sup>nd</sup> Annual Meeting of the Eastern Academy of Management*. Springfield, MA, May.
- Mangaliso, M.P., Kahn, B., Knipes, B., Ovitsky, N., Rogers, M., and Mangaliso, N.A. 2004. World Business and Economic Issues: An International Network of Interactive Distance Learning Alliances to Resolve Tensions and Realize Opportunities. Symposium. *Symposium at the Annual Conference of the Academy of Management*. New Orleans, LA, August.
- Mangaliso, M.P. 2003. Usefulness of Management Information: Perceptions of Managers in Two Countries. *Annual Conference of the Academy of Management*. Seattle, WA, August.
- Mangaliso, M.P. and Osorio Fernandez, A. 2003. From Strategic Thinking to Strategy Implementation: How Companies Shape an Industry. Presented at the *10<sup>th</sup> International Conference on Managing in A Global Economy*. Porto, Portugal, June.
- Mangaliso, M.P. and Malan, L-C. 2003. Perceived Environmental Turbulence: Towards a Measurement of the Underlying Dimensions of the Construct Using Lisrel (with). Presented at the *10<sup>th</sup> International Conference on Managing in A Global Economy*. Porto, Portugal. June.
- Mangaliso, M.P. and Culhane, J-M. 2003. The Entrepreneurial Orientation – Performance Linkage in High Technology Firms: An International Comparative Study. Presented at the *10<sup>th</sup> International Conference on Managing in A Global Economy*. Porto, Portugal, June.
- Mangaliso, M.P., Young, S. and Thomas, L. 2003. A Spiritual Approach to Managing Change. *Proceedings of the 41<sup>st</sup> Annual Meetings of the Eastern Academy of Management*, Providence, RI, pp. 2261-2286.
- Mangaliso, M.P. and Cavanagh, C. 2002. Email in the Workplace: Searching for Unproductive Elements. *Proceedings of the Annual Conference of the Association for Business Communication*. Toronto, CANADA, April.
- Mangaliso, M.P. 2002. A Retrospective Review of the Eastern Academy of Management. *Presidential Address at the 40<sup>th</sup> Annual Meeting of the Eastern Academy of Management*. Baltimore, MD. May.
- Mangaliso, M.P., Marx, R., Jones, G., and Lussier, R. 2002. Ethical Crisis in America – What Business Schools Can Do. Presented in *Ethical Footprints: The 17<sup>th</sup> Annual Mid-Atlantic Organizational Behavior Teaching Conference*. Drexel University, Philadelphia, PA. March 21-22.

- Mangaliso, M.P. and Young, S. 2001. Changing Managerial Beliefs: A Conversion Model. *Annual Conference of the Academy of Management*. Washington, DC. August.
- Mangaliso, M.P., Kahn, B., Knipes, B., Ovitsky, N., Rogers, M., and Mangaliso, N.A. 2001. A Multimedia, Multi-Campus Collaborative Distance Learning Course as a Prototype for Training Global Student Teams. *Symposium at the 9<sup>th</sup> International Conference on Managing in a Global Economy*. San Jose, Costa Rica, June 17-21.
- Mangaliso, M.P. and Lambert, J. 2001. Restructuring Paper Distribution: The Cost of Improving Shareholder Equity. Presented at the 38<sup>th</sup> *Annual Meeting of the Eastern Academy of Management*. New York, NY. May.
- Mangaliso, M.P., Mir, R. and Rogers, M.T. 2000. Globalization and Democracy: Considerations beyond the Bottom Line. *Proceedings of the 37<sup>th</sup> Annual Meeting of the Eastern Academy of Management*. Danvers MA, May.
- Beaty, D. and Mangaliso, M.P. 1999. New Lessons on Management Transformation from South Africa. *Proceedings of the 9<sup>th</sup> International Conference on Managing in a Global Economy*. Prague, Czech Republic, June.
- Mangaliso, M.P., Mir, R.A. and Rogers, M.T. 1999. Globalization, Free Markets, and Democracy. *Proceedings of the 9<sup>th</sup> International Conference on Managing in a Global Economy*. Prague, Czech Republic, June.
- Mangaliso, M.P., Mangaliso, N.A and Bruton, J. 1999. Humanism in the Management Discourse. *Proceedings of the 9<sup>th</sup> International Conference on Managing in a Global Economy*. Prague. Czech Republic, June.
- Aitken, N., Mangaliso, M.P. and Sokolowski, C. 1999. The Massachusetts Collaborative Distance Learning Project: A New Model to Integrate Public Higher Education Systems. *Proceedings of the National Conference of the American Association of Higher Education*. Washington, D.C. March.
- Mangaliso, M.P., Mangaliso, N.A. and Bruton, J. 1998. Africa in Management or Management in Africa? *Annual Conference of the Academy of Management*. San Diego, CA. August.
- Mangaliso, M.P. and Bruton, J. 1997. Stasis and Change: Striking the Strategic Balance. *Annual Conference of the Academy of Management*. Boston, MA. August.
- Mangaliso, M.P. and Mir, R.A. 1997. Local Selves, Global Others: A Philosophical Critique of Global Strategic Management (with R. Mir). In *Weaving Partnerships & Communities: Proceedings of the 34<sup>th</sup> Annual Meeting of the Eastern Academy of Management*. Crocitto, M. & Betters-Reed, B.L. (Eds.). New Brunswick, NJ. May.

- Mangaliso, M.P., Mir, R.A. and Knipes, B. 1996. Environmental Turbulence and Firm Responsiveness: Crisis or Opportunity? *Annual Conference of the Academy of Management*. Cincinnati, OH. August.
- Mangaliso, M.P. and Halvorsen, J-M. 1996. Paradigm Shift: A New Global Strategy towards Restructuring. Presented at the 3<sup>rd</sup> *World Conference of the International Federation of Scholarly Associations of Management*. Paris, FRANCE. July.
- Mangaliso, M.P. and Ziemba, J. 1996. When Corporations Commit Fraudulent Behavior: The Case of Kendall Square Research Corporation. *Proceedings of the 3<sup>rd</sup> Biennial International Conference on Advances in Management*. Newton, MA. June.
- Mangaliso, M.P. and Sullivan, K. 1996. Make As Much As You Can! An Interactive Game about the U.S. Savings and Loan Crisis - Finance/Financial Management. *Proceedings of the 27<sup>th</sup> Annual Meeting of Decision Sciences Institute*. Orlando, FL. November.
- Mangaliso, M.P. and Halvorsen, J-M. 1996. The Linkage between Conglomerate Diversification failures and Downsizing as a Performance Improvement Strategy. *Proceedings of the 33<sup>rd</sup> Annual Meeting of the Eastern Academy of Management*. Crystal City, VA. May.
- Mangaliso, M.P. and Halvorsen, J-M. 1995. Colgate Palmolive in Hungary. *Proceedings of the Annual Meeting of the Decision Sciences Institute*. Volume 1, pp. 110-112. Boston MA. November.
- Mangaliso, M.P. and Mir, R.A. 1995. How Global Is 'Global' Strategic Management? Imperatives for a More Inclusive Theory. *Proceedings of the 6<sup>th</sup> International Conference on Managing in a Global Economy*. Singapore. June.
- Mangaliso, M.P. and Bhati, K. and Mir, R.A. 1995. Towards a Typology of Strategic Responses to Turbulent Environments. *Proceedings of the 32<sup>nd</sup> Annual Meeting of the Eastern Academy of Management*. Ithaca, NY. May.
- Mangaliso, M.P. 1995. Concentration of Corporate Power in South Africa. In *Managing is Learning: Proceedings of the 32<sup>nd</sup> Annual Meeting of the Eastern Academy of Management*. Ithaca, NY. May.
- Mangaliso, M.P. and Lane, P.J. 1994. Toward a Model of Environment, Innovation, and Performance. *Proceedings of the 25<sup>th</sup> Annual Meeting of the Decision Sciences Institute*, Vol. 1, edited by P. Perrewe. Honolulu, HI. November.
- Mangaliso, M.P. and Bhati, K. and Mir, R.A. 1994. Managing in Turbulent Environments: The Challenge for Tomorrow's Organizations. *Proceedings of the 12<sup>th</sup> An-*

- nual International Conference of the Association of Management*, Vol. 12, 2, pp. 33-38, Dallas TX, August.
- Mangaliso, M.P. 1994. The Influence of Environment and Performance Perception on Strategy Preference. *Proceedings of the 2<sup>nd</sup> World Conference of the International Federation of Scholarly Associations in Management*, pp. 200-201, Dallas TX.
- Mangaliso, M.P. and White, V. 1994. Societal Implications of the Information Highway. *Proceedings of the 9<sup>th</sup> Annual Computing and Society Conference*, Vol. 8, No. 0121, Washington, DC. July.
- Mangaliso, M.P. 1994. Empirical Evidence for Useful Characteristics of Management Information. *Managing for our Future: Proceedings of the 31<sup>st</sup> Annual Meeting of the Eastern Academy of Management*. L. Mainiero (ed.), pp. 70-73. Albany, NY, May.
- Mangaliso, M.P. 1993. Environmental Turbulence in Strategy Discourse. *Proceedings of the 24<sup>th</sup> Annual Meeting of the Decision Sciences Institute* 1, D.F. Rogers, and A.S. Raturi (eds.), pp. 586-588. Washington, DC. November.
- Mangaliso, M.P. 1993. The Distribution of Power in and Around Large Corporations: The Mintzberg Conceptual Horseshoe Model. *Proceedings of the 12<sup>th</sup> Biennial Conference of the World Communication Association Convention*. Pretoria, SOUTH AFRICA. July.
- Mangaliso, M.P. 1993. The Sullivan Principles, Social Responsibility, and South Africa. *Proceedings of the 5<sup>th</sup> International Conference on Managing in Global Economy* Kaplan, E. and Pieper, K. (eds.), pp. 170-173. Berlin, GERMANY. June.
- Mangaliso, M.P. 1992. Perspectives of Strategy and Performance in a Turbulent Environment: The South Africa Case. *Proceedings of the 23<sup>rd</sup> Annual Meeting of the Decision Sciences Institute*. San Francisco, CA, November.
- Mangaliso, M.P. and Lane, P.J. 1992. The Role of Turbulence in Strategic Management Theory. *Proceedings of the 29th Annual Meeting of the Eastern Academy of Management*. C. Harris, and C.C. Lundberg (eds.), pp. 197-200. Baltimore, MD. June.
- Mangaliso, M.P. 1992. Toward an Eclectic Paradigm of Entrepreneurship and Innovation. *Proceedings of the 29th Annual Meeting of the Eastern Academy of Management*. C. Harris, and C.C. Lundberg (eds.), pp. 54-57. Baltimore, MD. May.
- Mangaliso, M.P. and Randall, L.M. 1991. Environmental Turbulence and Strategic Preference: The Perceptions of North American and South African Corporate Executives. *Proceedings of the 4<sup>th</sup> International Conference on Managing in Global Economy*. J.B. McGuire, and J. Yanouzas (eds.), pp. 85-88. Nice, FRANCE. June.

- Mangaliso, M.P. 1991. Strategic Usefulness of Management Information. In *Empowerment in the Workplace and Classroom: Proceedings of the 28<sup>th</sup> Annual Meeting of the Eastern Academy of Management*. A. Herd & W. Ferris (eds.), pp. 18-22. Hartford, CT. May.
- Statman, J., Mangaliso, M.P. and Motlatle, R. 1990. Forbidden Context: Examining the Political Environment of International Education—the South African Example. *Proceedings of the 42<sup>nd</sup> National Association for Foreign Student Advisors Conference*. Portland, OR. May.
- Calás, M., Mangaliso, M.P. and Atsunyo, M. 1989. Global Management as a Paradox: The Creation of Vernacular Knowledge. *Proceedings of the 26<sup>th</sup> Annual Meeting of the Eastern Academy of Management*. W.A Ward, and E.G. Gomolka (eds.), p. 222. Portland, ME.

## MONOGRAMS & OTHER NON-REFEREED OUTPUTS

- 2010: *External Review of the College Model at the University of KwaZulu-Natal: Report of the Review Panel to the Vice-Chancellor and Council*. University of KwaZulu-Natal, Durban, South Africa. **Mangaliso, M.P. (Chair), Brown, N.**, (Vice-Principal and Head of the College of Science and Engineering at the University of Edinburgh); **Magoha, G.** (Vice-Chancellor of the University of Nairobi, Kenya); **Miller, R.** (former Deputy Vice-Chancellor- Planning, University of KwaZulu-Natal); and **Munn, R.** (former Vice-President for Teaching and Learning in the University of Manchester, UK.)
2008. *NRF Vision 2015 – The Strategic Plan of the National Research Foundation*. Pretoria. Mangaliso, M.P.
2008. *Annual Report 2007 – 2008*. Pretoria, SA: National Research Foundation. [http://www.nrf.ac.za/publications/annrep/08/pdfs/annualreport07\\_08.pdf](http://www.nrf.ac.za/publications/annrep/08/pdfs/annualreport07_08.pdf). Mangaliso, M.P. and Reddy, B.D.
2007. *Annual Report 2006 – 2007*. Pretoria, SA: National Research Foundation. [www.nrf.ac.za/publications/annrep/07/pdfs/annualreports06\\_07.pdf](http://www.nrf.ac.za/publications/annrep/07/pdfs/annualreports06_07.pdf). Reddy, B.D. and Mangaliso, M.P.
2006. Robust Research Programs Justify Investment in DUT. *Review of Research & Community Engagement*, p. 6. Durban, South Africa: Durban University of Technology. Mangaliso, M.P.
2005. Preface. In *Business and Societal Transformation: Proceedings of the 11<sup>th</sup> International Conference on Managing in a Global Economy*. Held in Cape Town, South Africa. June. Mangaliso, M.P., Mingji-Wong, D. and Butterfield, D.A.

2003. Looking Back and Ahead: An EAM Retrospective Prospective. Reflections as Past President of the Eastern Academy of Management. *EAM Newsletter*, Fall. Mangaliso, M.P.
2001. Managing in the Digital Age. *EAM Newsletter*, Spring. Mangaliso, M.P.
2000. EAM 2000 Moves to the Pulse of New York City! *EAM Newsletter*, Fall. Mangaliso, M.P.
2003. *An Assessment Report of the Tertiary Education Linkage Project between the Universities of Connecticut and Fort Hare*. Report Prepared for the TELP Project Sponsored by the United Negro College Fund and USAID. Mangaliso, M.P.
1996. *An Evaluation of Strategic Planning in Four Provincial Departments of Education in South Africa*. Washington, DC: Aurora Associates International. Mangaliso, M.P.

#### **INVITED PANELS, PRESENTATIONS AND KEYNOTE ADDRESSES**

- 2012 Reclaiming and Maintaining Excellence in a Changing World: Diversity, Equity and Inclusion at the University of Massachusetts Amherst. A panel Discussion with Professors Joel Martin, Amilcar Shabazz, Nilanjana Dasgupta, and Dr. Debora Ferreira. Presented at the *Faculty Senate Meeting*, UMass Amherst.. November 15.
- 2011 South Africa Post Apartheid: Can the Rule of Law be Used as a Tool to Continue South Africa's March towards Reconciliation, Equality and Prosperity?" Panel Discussion with Justice Albie Sachs and Professor Stephen Clingman. Sponsored by the Law School, University of Massachusetts, Dartmouth, MA, September 26.
- Apartheid in the United States? Panel Discussion with Professors Whitney Battle-Baptiste (Anthropology), and Tatishe Nteta (Political Science). Sponsored by the Five Colleges and Fine Arts Center as Part of the Exhibit, *Intersections Intersected: The Photography of David Goldblatt*. University of Massachusetts, Amherst, March 30.
- 2010 Research Capacity Building as a Prerequisite for the Competitiveness of a National System of Innovation: Perspectives from the National Research Foundation of South Africa. Presented at the *Operations Research/Management Science Seminar Series* sponsored by the Informatics Chapter, Isenberg School of Management, University of Massachusetts, Amherst. February 19<sup>th</sup>.
- 2009 Physics in Africa: The Case of South Africa. Report at the Forum for International Physics. *March Meeting of the American Physical Sciences Society*. Pittsburg, PA. March.

- 2008 Significance of the Desmond Tutu Chairs to Linking the Vrije Universiteit Amsterdam and Research Capacity Building in South Africa. Invited Presentation at the *Installation of Four Desmond Tutu Chair Holders on Youth, Sports and Reconciliation*. Vrije Universiteit Amsterdam, the Netherlands. December.
- From Brain Drain to Brain Circulation: The South African Research Chairs Initiative as a Mechanism for Recruiting the Best Talent. Paper accepted for presentation at the *Alexander Von Humboldt Foundation Seminar*. Berlin, Germany. December.
- Honoring the Phenomenal Achievements of South African Women. Address given at the *Celebration of Women's Day*. Hosted by the NRF in Pretoria. August.
- Proposal for Hitachi to Host One-Year Internships for NRF-Sponsored Science and Technology Graduates from South Africa in Japan. Presented to the Global Business Division, Hitachi, Ltd., Tokyo, Japan. July.
- Honoring the Top South African Researchers. *NRF President's Awards*. Emperor's Palace, Kempton Park, South Africa. July.
- License to Lead: UCT as Africa's Leading Research University. Address Given at the Bremner Building, University of Cape Town. June.
- The Significance of the South African National Antarctic Program in the South African Research Environment. Launch of *The Prince Edward Island - Sea Interactions in a Changing Ecosystem*, by Stephen Chown, et al. Cape Town. June.
- Recentring the Teacher. Keynote Address. *Teacher Development Conference*. University of Johannesburg. March.
- Building Scientific Capacity in South Africa: Key Trends, Issues and Opportunities. Plenary Address. *Annual Meeting of the American Educational Research Association (AERA)*. New York, NY. March.
- The Digital Data Management and Curation Initiative as a Boon to Research. Welcoming Remarks. *1st African Digital Management and Curation Conference*, Council for Scientific and Industrial Research (CSIR) Convention Center, Pretoria. February.
- 2007 STIAS as a Vehicle for Research Excellence in Africa. *Opening of the Wallenberg Research Centre*. Stellenbosch Institute for Advanced Study, Stellenbosch, South Africa. November.
- Ph.D. as the Key Indicator for the Country's Research Competitiveness. Speech Delivered at the *Launch of the South African Ph.D. Project*. Pretoria. November.
- Building Permanent Research Links between Norway and South Africa. Keynote address. *Oslo Celebrations 1997 - 2007: A Decade of Academic Partnership between South Africa and Norway*. Oslo, Norway. October.
- Vision for the National Research Foundation. *Presidential Inaugural Lecture*. University of South Africa. Pretoria, July.
- In the Sterling Paths Trodden by Others. Keynote Address. *1<sup>st</sup> Congress of the African Sociological Association*. Rhodes University. Grahamstown-iRhini. July.



- The State of Physics in South Africa. *Joint Opening of the South African Institute of Physics Conference and the Refurbished 6MV EN Tandem Van de Graaf Accelerator of the National Research Foundation*. Wits University, Johannesburg. July.
- Practitioners and Academics on Global Management: An Academic Response. *Plenary Presentation at the 12th International Conference on Managing in a Global Economy*. Amsterdam, The Netherlands. June.
- Challenges on Global Leadership, Diversity and Performance Culture (with Van de Bunt, L., Chambers, L., Van Hoewijk, M. and Moody, D.). *Panel Discussion at the 12th International Conference on Managing in a Global Economy*. Amsterdam, The Netherlands. June.
- Ramping Up Ph.D. Production Rate as a Prerequisite for Research Excellence. *Celebration of the University of Cape Town's 7 National Research Chairs and the University's Newly Rated Scholars*. University of Cape Town. April.
- World Association of Young Scientists (WAYS) as a Conduit for the Development of Young Scientists in Africa. Speech at the *Inaugural General Assembly of WAYS-Africa*. Pretoria. March.
- Significance of the 25th Anniversary of Denison's Orientation Program for Black South African Students and the Impact of the Program on the SA Higher Education Landscape. *25<sup>th</sup> Anniversary of the Denison Student Orientation Program and Celebration of the Life of Dr Martin Luther King*. Denison University. Granville, OH. February.
- 2006 The Role of Science Communication in Building Research Human Capital. *African Science Communication Conference*. Sponsored by the South African Agency for Science and Technology Advancement (SAASTA). Port Elizabeth. December.
- From Brain Drain to Brain Gain: The SA Research Chairs Initiative as a Stimulus for Research Capacity Building in South Africa. Address at the *Launch of the South African Research Chairs Initiative (SARChI)*. Pretoria. December.
- The Relevance of Research in an African Context. *Gala to Launch the Inaugural Publication of A Review of Research & Community Engagement*. Durban University of Technology. International Convention Center. Durban. November.
- On Shifting Sands: Exploring the Policy and Research Capacity Building Dichotomy in South African Higher Education. *Research and Teaching Conference*. University of Western Cape. Cape Town. October.
- Establishing and Sustaining Research Excellence at South African Universities. Launch of the publication of *Review of Research and Community Engagement*. Durban University of Technology. Durban. October.
- Perspectives on International Council for Science. *2<sup>nd</sup> Regional Consultative Forum of the International Council for Science Regional Office for Africa*. Birchwood Conference Center. Boksburg, South Africa. September.
- 2005 Personal Reflections on Teaching in the MBA Program. Talk Given at the *Diversity MBA Information Session*, Isenberg School of Management – UMass, Amherst. April.

- 2004 Unleashing the Synergistic Effects of Ubuntu: Observations from South Africa (with N.A. Mangaliso). *Workshop on Ubuntu and Afrocentric Management Approaches*. Vrije Universiteit, Amsterdam, The Netherlands, June.
- Harold Alfond Center as a Doorway to the 21<sup>st</sup> Century. *Dedication of the Alfond Wing of the ISOM*. Delivered as a faculty representative on with UMass President William Bulger, UMass-Amherst Chancellor John Lombardi, Dean Tom O'Brien, and Student Representative Christina Calvaleso. UMass, Amherst.
- Wanted: Ethical Leaders. Talk Given at the *Diversity in Leadership Series*. Isenberg School of Management – UMass, Amherst. April
- 2002 Ethical Crisis in Corporate America: A Few Bad Apples or a Whole Rotten Orchard? Presented at the *Women in Finance Program*, Smith College in Northampton, MA. September.
2001. Using Bulletin Boards for Interactive Learning. *Conference on Building Creative Learning Environments*. Held at the University of Massachusetts Amherst. March.
- Balancing Global Competitiveness and Equity in South African Companies: Strategies for Success. *School of Business Leadership*, UNISA, Midrand, SA. February.
- 2000 Preparing for the Next Four Years. Welcoming Address to Parents of the Incoming Class of 2005. *UMass Undergraduate Orientation*. UMass, Amherst. June.
- Preparing for the Job Market. *ISOM Commencement Address*. Graduation Ceremony of the Isenberg School of Management Class of 2000. Fine Arts Center Concert Hall, University of Massachusetts. May.
- 1998 Learning to Deal with Environmental Turbulence. *School of Business Leadership*, UNISA, Midrand, SA. October.
- Agenda for Life. An Interview Conducted with David Biederman of the *Daily Hampshire Gazette*, Amherst, MA. April.
- South Africa as the Economic Engine for Southern Africa. *Graduate-Faculty Forum*. Isenberg School of Management, University of Massachusetts. March.
- 1997 Getting Ready for Tenure. *Center for Teaching – UMass Faculty Preparation for Tenure*. Campus Center Building, UMass, Amherst MA, June.
- Undergraduate Teaching in a Research Institution (panelist). *New Faculty Orientation*. Sponsored by the Chancellor's Office. UMass, Amherst. (Also featured annually from 1993 to 1996).
- 1996 Did Divestment Work? Sanctions versus Constructive Engagement. *Workshop to Explore the Effectiveness of Sanctions against South Africa*. Watson Institute for International Studies, Brown University, Providence, RI. April.
- Listen, Learn, and Sing! *Music Workshop on South African Freedom Songs*. Five College Community, Abbey Chapel, Mount Holyoke College. March.
- 1995 How to Succeed in American Colleges & Universities. Keynote Address. *South African Student Orientation Program*. Lincoln University, Pennsylvania. August.

- Moving towards a Diverse Workplace: How Do We Get There? (panelist with Drs. Fred Tillis, Gloria Ortiz and other corporate participants). *Workshop on Diversity*. Sponsored by the Undergraduate Business Club. UMass, Amherst. May.
- 1994 The Prospects for South Africa: Can its Industrial and Commercial Strength be Maintained? *Monthly Meeting of the Retired Faculty Association*. UMass, Amherst, MA. November.
- Career Possibilities in Management. *Minority Students ECO/MEFO/MME Summer Program*. Sponsored by the Minority Engineering Program. UMass, Amherst, MA. July.
- South Africa: Free Elections at Last. A Preview of South Africa's First Multiracial Elections. (Panelist with N.A. Mangaliso & R. Mboweni). *Southern African Working Group of the American Friends Services Committee*, UMass, March.
- Multiculturalism & Civility. Keynote Speaker. *Westminster College*, New Wilmington, PA. March.
- 1993 Responding to the Issues of International Students of Color. *Building of a Pluralistic System of Higher Education: Strategies for Combating Racism and Promoting Civility*. Conference sponsored by the President's Office. UMass. September.
- U.S. Multinational Corporations, Social Responsibility, and South Africa. *Institute for Advanced Studies in Humanities*. UMass, Amherst. April.
- Social Reforms in S. Africa. *Valley Voice-WTTT Radio*. Amherst. August.
- The Struggle in South Africa in Historical Perspective. *Black History Month Commemorations*. Hampshire College. Amherst, MA. February.
- Hope and Unity. Keynote Address. *19th Annual Interfaith Service*. 1st Congregational Church. Amherst, MA. February.
- 1992 Introductory Comments. *Archbishop Desmond Tutu Distinguished Speaker Address*. Fine Arts Center. University of Massachusetts, Amherst. October.
- 1991 You Have a B.S., What next? Choosing a Graduate Program. *Annual Conference of the NorthEastern Society for Black Engineers*. November.
- The Comprehensive Anti-Apartheid Act and the Lifting of U.S. Economic Sanctions against South Africa. *WREB Radio Interview*. Holyoke, MA. July.
- 1991 Visit of Russian Oil Executives in the U.S. *WFCR Radio*. Amherst, May.
- Managing in the International Environment. *Guest Lecture Series*. Westfield State College, MA.
- Corporate Philanthropy: A View from CEOs (panel chair). *Associated Grant Makers of Massachusetts*. Isenberg School of Management, UMass, Amherst.
- 1988 Mediating the U.S. Culture after Leaving an Apartheid One. *1<sup>st</sup> Annual Conference of the South African-Azanian Student Movement*, Boston, MA, November.
- 1987 Predicting the Closing of the Black-White Wage Gap in South Africa. *Graduate-Faculty Forum*. Isenberg School of Management, UMass, Amherst.

## BOOKS REVIEWED

- 2011 *Strategic Management* by Dwight Dyer. John Wiley & Sons, Inc. Hoboken, NJ.
- 1995 *Managing People at Work: Computers, Competition, and Customers* by Chuck Williams. Addison-Wesley Publishing Company, Reading, MA
- 1992 *Managing for Productivity* by John Schermerhorn. Wiley, New York
- Strategic Management in a Competitive Market Environment* by Robert J Mockler  
Reviewed for Wiley & Sons, New York, NY
- 1990 *Organization Theory Cases and Applications* by Daft, R.L., Skivington, K.D. and M. Sharfman. West Publishing Company, St. Paul, MN

## COURSES TAUGHT

- PhD Foundations of Strategic Management  
Long Range Planning  
Seminar in Strategic Management
- MBA Organizational Planning and Strategy  
Business and Its Environment  
Professional Seminar  
Strategic Leadership  
Organizational Theory
- BBA Business Policy and Strategy  
Principles of Management  
Introduction to Global Business  
Administrative Theory  
Perspectives on Leadership  
Massachusetts/World Business & Economic Issues

## DOCTORAL DISSERTATIONS

- 2013 Hassan, Ahmed. Exploring Educational Needs Arising from the Influence of Cultural Difference in US Public schools: The case of African refugee high school students in Western Massachusetts
- 2013 Randall, James. Getting It Right: African American Male College/University Presidents & Their Early Cultivation of Self-Efficacy
- 2010 Peters, Ricardo. Small, medium enterprise development initiatives and their constraints to growth. University of Johannesburg, South Africa.
- 2008 Van den Heuwel, Henk. Between Optimism and Opportunism Deconstructing 'African Management' Discourse in South Africa. Vrije Universiteit Amsterdam, Netherlands.

- 2006 Thapalia, Keshab. Voices of rural women in Nepal: Impact of literacy on the lives of women. UMass-Amherst.
- 2004 Kadyoma, Fritz. Learning milieu for primary school teachers in Malawi: Perspectives, practices, & policies.
- 2004 MacJessie-Mbewe, Samson. Analysis of a complex policy domain: Access to secondary education in Malawi.
- 2003 Culhane, Jann-Marie Halvorsen. The entrepreneurial orientation-performance linkage in high technology firms: An international comparative study. (Chair).
- 2003 Bruton, John. Organizing pathways to peace: An exploratory study of intermediary nongovernmental organization.
- 2003 Ibrahim, Mohamed. Evaluation of the oppressed: A social justice approach to program evaluation.
- 2002 Harris, Vanessa. Participants' perceptions regarding their mentoring relationships in the State of Connecticut Community-Technical College Minority Fellowship Program.
- 2002 Williams, Gloria. Perceptions of black male students and their parents about the academic achievement gap between black and white students at the elementary school level.
- 2001 Mir, Raza. Migrating ideas: An empirical study of intra-organizational knowledge transfer. (Chair).
- 2001 Mohamed, Hassan Ali. The socio-cultural adaptation of Somali refugees in Toronto: An exploration of their integration experiences.
- 2001 Bell, David. An inquiry into the emergence of transformative leadership in higher education in South Africa: A phenomenographic study.
- 2001 Robin, Fred. Development and evaluation of test assembly procedures for computerized adaptive testing.
- 1999 Wong, Diana. A resource based view of strategic alliances and industry structures.
- 1999 Alvarez, Rosio. Implementing information systems in organizations: A study of technical and social influences.
- 1999 Good, Mohammed. Somali refugee perceptions of factors impacting the learning of their children in high schools.
- 1999 Westort, Michael. Program design of community and service-based education: Implications for retention, learning achievement and program development for at-risk young adults.
- 1998 Lynch, Donna. Among advisors: An interview study of faculty and staff undergraduate advising experience at a public land grant university.
- 1997 Pressey, Doretha. Combating racism toward and among African American females in public education administration through the use of networking.
- 1997 Robinson, Bryant. A study of the role and accomplishment of selected urban school councils in pursuing the goals of education reform in Massachusetts.

- 1996 Deschamps, Alexandrina. Women as center: The process of an alternative development paradigm for the eastern Caribbean.
- 1995 Bourne, C. Khandi. Interactional strategies and modes of adjustment: African heritage students at a four-year predominantly white institution of higher education.
- 1991 Milner, Kenneth. Staff development on academic learning time for at-risk youth: A case study.
- 1991 Peters, Ronald. The balm in Gilead: A descriptive study of two after-school tutoring models sponsored by African-American churches and the nurturing tradition within the African-American church.
- 1990 Thompson, Sherwood. Role perception and status of African American administrators in a selected number of New England state universities.

### DOCTORAL COMPREHENSIVE EXAMS

- 2008 Rayat, Sarbjeet
- 2005 Galli-Debicella, Alexandra
- 2004 Dudek, David
- 2003 Braun, Michael  
Latham, Scott
- 1998 Watson, Andrew  
Nielsen, Niels

### MASTER'S THESES & COMPREHENSIVE EXAMS

DEGREE	NAME	DEGREE	NAME
M.B.A.	Applbaum, Lee	<b>M.S. (Acctg.)</b>	Achuthanarayan, Raj
	Jiya, Loyiso		Chang, Yu Lee
	Journey, Eileen		Faye, Katie
	Lambert, Joseph		Greeley, Holly
	O'Connor, Matt		Kaufman, Ari
	White, Vicky		Lu, Na
M.S. (Landscape & Arch)	Chapman, Susan		McKee, Nina
			Tsai, Wanling
			Tuttle, Richard
			Zhou, Linyu

### UNDERGRADUATE HONORS THESES SUPERVISED

- |      |                       |        |
|------|-----------------------|--------|
| 2005 | Lauren Centofanti     | Chair  |
| 2003 | Kenneth A. Dabkowski  | Chair  |
|      | Anne Marie Moncy      | Member |
| 1999 | Kasha Martin          | Member |
| 1998 | Kristen Risley        | Chair  |
| 1995 | Michelle M. Dubrule   | Member |
|      | Javier González Pérez | Member |
|      | Arvind Saraogi        | Member |

## **Selective Senior Administrative Positions**

*President and CEO, National Research Foundation. South Africa. 2006 - 2008*

Under the aegis of the Ministry of Science and Technology, the NRF is a R3.5 billion (\$0.5 B) operation responsible for supporting the research conducted by thousands of researchers at all 23 state universities in South Africa. As President I worked with two Vice Presidents – both former deans from two major South African Universities – one responsible for research support, the other for operations of the National Research Facilities. The senior management team also included three group executives in charge of finance, human resources, and new business development. On the research support side were five executive directors responsible for administering the various portfolios of the research funding process, including the science outreach programs. On the facilities side were seven executive directors including internationally renowned scientists in Optical Astronomy, Radio Astronomy, Aquatic Biodiversity, and Nuclear Sciences. While at the helm the NRF underwent a strategic renewal with the formulation and creation of a new strategic plan known as ‘NRF Vision 2015’ along with its implementation plans for the entire organization. The plan repositioned the NRF to make South African research more responsive to global competitiveness. This included a revamping of organization’s structures and the grant-awarding processes, putting together a mechanism for a five-fold improvement in the output rate of Ph.D. qualified researchers.

*President, Eastern Academy of Management 2000 – 2003*

I was elected in a three-year succession of positions from president-elect, president, and past president of the EAM. The EAM comprises over 500 members, most of them faculty members at Schools of Management at universities in the eastern states of the US. Election based on experience, quality of research contributions to the organization, and leadership skills. In that capacity I presided over the running of the affairs of the organization with assistance from members of an elected Board of Governors and several other non-elected officers and staff. Duties ranged from the selection of competitively reviewed papers for the annual conference, presiding over the annual academic conference, overseeing the organization’s fiscal health, to leading the direction-setting and policy development processes for the organization.

*Director, MBA Programs. Isenberg School of Management, UMass 1990 – 1992.*

Responsible for running the Isenberg School of Management Master’s degree program that awarded the MBA degree and the M.S. in Accounting degree. With a core of highly qualified professors, the MBA program rose in prominence to the point, in 1992, that it became ranked as one of the nation’s top 50 by *Business Week’s Guide to the Best Business Schools*, a considerable accomplishment in view of the competition from some 700 MBA programs nationwide. *Business Week* ranked the MBA program as tied for the top spot in the nation on selectivity and student support. In my tenure the part time MBA program saw exponential growth through a combination of marketing and responsiveness to student needs, whilst upholding the quality of the program. The extra revenue produced by the part time program became a strategically helpful injection of capital in the latter part of the 1990s when state support began to fall.

## SERVICE TO THE PROFESSION

Member, Governing Council, International Institute for Applied Systems Analysis (IIASA),  
Laxenburg, *Austria*  
Member, Science and Technology in Society (STS) Forum, Kyoto, Japan  
Board Member, Southern African Large Telescope (SALT) Project, Pretoria, South Africa  
Board member, Stellenbosch Institute for Advanced Study (STIAS), *South Africa*  
Board member, Moses Kotane Institute (MKI), Durban, *South Africa*  
Member of Council, Council on Higher Education (CHE), *South Africa*  
Member of University Council, University of KwaZulu-Natal, Durban, *South Africa*  
President of the Board of Governors, Eastern Academy of Management, *USA*  
President of the Board, Valley Light Opera, Amherst, MA, *USA*  
Member, Board of Directors, Amherst Area Education Alliance, Amherst MA, *USA*

## ACADEMIC LEADERSHIP

Director, EAM-International Conference, Rio de Janeiro, Brazil	2009
Director, EAM-International Conference, Amsterdam, the Netherlands	2007
Program Chair, EAM-International Conference, Cape Town	2005
Coordinator, Eastern Academy of Management Junior Faculty Consortium	2005
President, Eastern Academy of Management	2002
Vice President – Program, Eastern Academy of Management	2001
Vice President – Arrangements, Eastern Academy of Management	1998

## EDITORSHIPS OF JOURNALS

*Academy of Management Executive*, Special Issue Sectional Co-Editor  
*Group & Organizational Management*, Editorial Board, Special Issue Co-Editor  
*Organizational Management Journal*, Special Issue Co-Editor  
*Southern African Business Review*, Editorial Board

## REVIEWER FOR SCHOLARLY JOURNALS & CONFERENCES

*Academy of Business Administration*  
*Academy of Management Executive*  
*Academy of Management Annual Conference*  
*Advances in International Comparative Management*  
*Eastern Academy of Management Annual Meetings*  
*International Journal of Management*  
*International Journal of Organizational Analysis*  
*Journal of Business Ethics*  
*Journal of Business Research*  
*Journal of International Business Studies*



## **SELECTED SERVICE BEYOND THE UNIVERSITY OF MASSACHUSETTS**

Chair, International Review Panel, University of KwaZulu-Natal, South Africa (2010). The panel consisted of a Vice-Principal and Head of College at the University of Edinburgh, UK; a former Vice-President of the University of Manchester, UK; the Vice Chancellor of the University of Nairobi, Kenya; and a former Deputy Vice-Chancellor of UKZN. The charge was to evaluate the College Structure adopted at the creation in 2004 of the University of KwaZulu-Natal from a merger of four previously segregated Universities and Institutions.

Led Strategic Planning for the Cape Peninsula University of Technology, Cape Town, South Africa (2009). Held consultations with the University's Top Management Team and several Unit Heads and researchers. Delivered a presentation on the overview of Strategic Planning at an all-day workshop held to launch a series of the Strategic Planning activities at the University that resulted in the production of 'Vision 2020' – the Strategic Plan for CPUT.

External Reviewer, University of Connecticut, Storrs, CT (2003). Conducted an external review of the functioning of the UConn-University of Fort Hare partnership under the auspices of the Tertiary Education Linkage Project Sponsored by the United Negro College Fund and USAID. Resulted in the publication of the report: *An Assessment Report of the Tertiary Education Linkage Project between the Universities of Connecticut and Fort Hare*.

Lead Strategic Planning Consultant, Provincial Departments of Education, South Africa (1996). Conducted a series of workshops to introduce Strategic Planning to newly appointed directors and managers in the Education Ministries of four provinces of the new Post-Apartheid South Africa. Provinces included the Eastern Cape, KwaZulu-Natal, Limpopo, and Northern Cape. This resulted in the publication of the monogram: *An Evaluation of Strategic Planning in Four Provincial Departments of Education in South Africa*. Washington, DC: Aurora Associates International.

## **SERVICE TO THE UNIVERSITY OF MASSACHUSETTS**

Member, Search Committee, UMass-Amherst Chancellor (Dr. Kumble Subbaswamy)

Member, Chancellor Ad Hoc Committee on Strategic Oversight

Co-Chair, Faculty Senate Status of Diversity Council (SODC)

Member, Chancellor's Budget and Planning Task Force (Dr. Robert Holub)

Member, Search Committee, UMass-Amherst Chancellor (Dr. John Lombardi)

Member, Chancellor's Strategic Planning Task Force (Dr. David Scott)

Member, Search Committee, Provost & Senior Vice Chancellor (Dr. James Staros)

Member, Search Committee for the Dean of Humanities and Fine Arts (Dr. Joel Martin)

Member, Provost's Cluster Hire RFP Review Committee

Member, Search Committee, Assoc. Provost & IPO Director (Dr. Jack Ahern)

Member, Vice Chancellor's Task Force to Study the UMass Policy on Sweatshop Issues

Chair, Search Committee, Assoc. Provost & IPO Director (Dr. Frank Hugus)

Member, Search Committee for Credit Programs Director, Continuing and Professional Education

Member, Search Committee, Assoc. Director, Center for Teaching (Dr. Matt Oelette)  
Associate Director, Massachusetts Institute for Social and Economic Research  
Representative, Amherst Campus on the Selection Committee for the University of Massachusetts System-wide Zuckerberg Chair in Leadership  
Chair, Selection Committee for Distinguished Teaching Award Recipients  
Member, Honorary Doctoral Awards Committee, UMass Amherst  
Coordinator, UMass-South Africa Tertiary Education Linkage Project (TELP)  
Member, Chancellor's Counsel on Civility and Community  
Member, Faculty Senate (1996 – 2000)  
Member, Council on the Status of Minorities on Campus  
Member, UMass-University of Fort Hare Exchange Program Committee  
Organizer, 1993 Archbishop Desmond Tutu's Visit to the UMass-Amherst Campus  
Member, University Academic Priorities Council  
Member, University Graduate Council  
Member, Committee for the Collegiate Education of Black and Other Minority Students

### **SERVICE TO THE ISENBERG SCHOOL OF MANAGEMENT**

Member, Search Committee for Assistant Director, Undergraduate Enrollment & Student Success  
Chair, Search Committee for M.B.A. Associate Director  
Chair, Search Committee for ISOM Director for Diversity in Management Education and Service (DIMES)  
Chair, Search Committee for New Faculty in Strategic Management  
Representative, Isenberg School at Chicago Ph.D. Project (Minority Recruitment) Conference  
Member, Isenberg SOM Administrative Committee  
Member, Ph.D. Curriculum Committee and Coordinator, Strategy Ph.D. Program  
Member, M.B.A. Policy Committee  
Chair, Management Department Undergraduate Curriculum Committee  
Member, Isenberg SOM Part Time MBA Program Restructuring Task Force  
Chair and Member, Management Department Personnel Committee  
Member, Committee for International Business Education and Research  
Member, Isenberg School's Administrative Committee  
Member, M.B.A. Policy Committee  
Member, Isenberg SOM Part Time MBA Program Restructuring Task Force

### **PROFESSIONAL AFFILIATIONS**

Academy of Sciences of South Africa (ASSAf)  
Academy of Management  
Eastern Academy of Management  
American Sociological Association  
Strategic Management Society  
South African Production Management Institute (former member)  
Decision Sciences Institute