

HERBERT J. DAVIS PH.D.

The George Washington University
School of Business
Funger Hall 615-F
2201 G Street NW
Washington, DC 20052
(202) 994-1755 (O)
hjdavis@gwu.edu

11727 Saddle Crescent Circle
Oakton, Virginia 22124
(703) 264-1236 (R)
(202) 641-5954 (C)
herbert.davis@yahoo.com

SUMMARY

A dedicated and visionary educator/administrator with broad experience building public-private sector partnerships internationally; extensive experience in strategic planning, public affairs/promotion/marketing, and with international business policy, trade, and investment issues. Demonstrated experience identifying higher education development opportunities and funding as well as establishing organizational structures to pursue public-private sector objectives; substantial experience developing highly effective teams to work collegially in pursuit of a wide range of higher education and economic development initiatives with a focus on cross-national and multicultural environments.

ACADEMIC EXPERIENCE

GEORGE WASHINGTON UNIVERSITY, Washington, D.C.
Professor of Strategic Management and International Affairs,
Joint Appointment with School of Business and
Elliott School of International Affairs

Named "**Distinguished Global Management Research Professor**" in 1996. Recognized for professional and scholarly contributions and efforts to promote The George Washington University and the School of Business internationally. Currently provide graduate instruction in field of Strategic Management; specially, **Strategic Management in Developing Country Environments (MBA level)** and **Management, Organizations, and Society** (undergraduate level).

ADDITIONAL ACADEMIC EXPERIENCE

INDIANA UNIVERSITY, Bloomington, Indiana, **Provost (Chief Operating Officer) and Visiting Professor of Business Administration**, 1991-1993. Served as chief operating and academic officer for the University's campus and programs in Selangor, Malaysia. Direct operating responsibility for departments of communications, engineering, mathematics, business, economics, accounting, management, English, as well as social, library, and basic sciences. Also responsible for university preparatory program. Led a multinational/multicultural staff of approximately 130 terminally qualified faculty recruited from "The Big Ten" universities, as well as Malaysia and third countries; campus enrolled 2,000 undergraduate students with an operating budget of \$6,000,000. Selected accomplishments: organized and completed comprehensive self-study of ITM/MUCIA for North Central Association of Colleges and Schools, instituted teaching evaluation system, commissioned and completed comprehensive curriculum revision, restructured program's administrative and organizational structure, initiated and completed comprehensive study of student academic performance and retention rates, and established internship programs in business, engineering and computer science with multinational corporations in Malaysia.

GEORGE WASHINGTON UNIVERSITY, Washington, D.C., **Chair, Faculty of Strategic Management and Entrepreneurship, School of Business**, 1977-1984. Established and developed programs in management and entrepreneurship, including curriculum design, faculty recruitment, resource allocation, and personnel evaluation.

Associate Professor of Business Administration, 1977-1987. Responsible for graduate and undergraduate instruction across broad spectrum of business administration, emphasizing management-oriented courses.

NATIONAL UNIVERSITY OF SINGAPORE, Kent Ridge, Singapore, Visiting Senior Fellow, 1983 (sabbatical leave). Recruited to assist in establishment of Graduate School of Management and served as Senior Advisor to Dean of Faculty on internationalization of M.B.A. curriculum; designed and offered graduate course in **Comparative Management Systems**.

CONCORDIA UNIVERSITY, Montreal, Quebec, Visiting Associate Professor, Summer, 1981. Offered courses in business administration and management.

VICTORIA UNIVERSITY, Wellington, New Zealand, Visiting Associate Professor, Summer, 1979. Taught graduate seminar in **Comparative Management Systems**.

UNIVERSITY OF WESTERN AUSTRALIA, Nedlands, Western Australia, Visiting Associate Professor, 1975-1976. Developed and taught Research Methodology course in Masters of Commerce degree.

VIRGINIA COMMONWEALTH UNIVERSITY, Richmond, Virginia, Assistant Professor of Business Administration, 1969-1977. Taught courses in business management and statistics.

LOUISIANA STATE UNIVERSITY, Baton Rouge, Louisiana, Instructor, 1972-1973. Taught courses in management and personnel.

EAST CAROLINA UNIVERSITY, Greenville, North Carolina, Graduate Teaching Fellow, 1966-1967. Taught basic courses in undergraduate business curriculum.

PHILADELPHIA BOARD OF EDUCATION, Philadelphia, Pennsylvania, Various Instructional Positions, 1965-1966. Substitute teacher in area high schools.

PROFESSIONAL EXPERIENCE-Private Sector/Association

CHAMBER OF COMMERCE OF THE UNITED STATES OF AMERICA, Washington, D.C.
Vice President for South Asia, Middle East, and Africa Affairs, 2004-2007

Established, developed and managed a regional portfolio including South Asia, Middle East, and Africa. Established and maintained relationships with public- and private-sector organizations, established and implemented chamber policies regarding trade and investments in 75 countries. Managed five full-time professional staff, including executive directors of Pakistan and Bahrain business councils. Interaction with senior government officials, private-sector businesses, and related professional organizations throughout South Asia, the Middle East and Africa. Advised International Policy Committee of the U. S. Chamber of Commerce on policy initiatives relative to various regions and countries of responsibility. Self-funded entire range of operations through corporate memberships, corporate sponsorships and grants.

Managing Director, South Asia Affairs, 1998-2004

Established and maintained commercial/political relationships with South Asian countries; specifically, India, Pakistan, Bangladesh, Nepal, Sri Lanka, the Maldives, Afghanistan, and Bhutan. Identified and developed policies, and initiatives to support U.S. competitiveness and investments throughout South Asia. Monitored and analyzed political, economic, commercial, and regulatory developments throughout the region and identified implications for U.S. trade and investment policy relative to U. S. corporations. Interacted with bilateral and multilateral financial institutions including The World Bank and Asian Development Bank as well as regular interaction with the U. S. Agency for International Development, the International Finance Corporation, and the Export-Import Bank of the United States.

Chief Executive Officer/ Managing Director, South Asia Regional Energy Coalition, 2001-2007

Created, developed, managed and funded the **South Asia Regional Energy Coalition (SAREC)** with financial support (grant) from U.S. Agency for International Development, (USAID). Received grant award of \$3,000,000. Coalition focused on energy policy reform and energy development. Organized and promoted advocacy initiatives by leading policy-oriented business associations throughout South Asia; specifically, Federation of Indian Chambers of Commerce and Industry (FICCI), Federation of Pakistani Chambers of Commerce and Industry (FPCCI), Federation of Nepalese Chambers of Commerce and Industry (FNCCI), Federation of Bangladesh Chambers of Commerce and Industry (FBCCI), and Federation of Chambers of Commerce and Industry of Sri Lanka (FCCISL). (United States Chamber of Commerce was lead association with Coalition headquartered at the Chamber's offices in Washington, DC).

Founding Executive Director, U.S. - Bangladesh Business Council, (1998-2002); Founding Executive Director and Interim Chair, U.S. - Pakistan Business Council; Interim Chair, (2002-2003), Sri Lanka Investment Working Group, (2003-2006)

Advised Fortune 100 companies on investment and trade issues relative to governments of Bangladesh, Pakistan, and Sri Lanka. Provided conceptual and programmatic leadership to bilateral councils. Represented councils and member companies at official diplomatic and government functions within the U.S. and abroad. Represented U. S. Chamber of Commerce to presidential administration on trade and investment issues. Managed corporate membership development and revenue generation. Interacted with the White House, National Security Council, Department of State, Department of Energy, Department of Commerce, United States Agency for International Development, as well as United States Trade and Development Administration. Direct interaction with governments of Bangladesh, Pakistan, and Sri Lanka, at ministerial, prime-ministerial, and presidential levels; all activities self-funded through corporate memberships and sponsorships.

ADDITIONAL PROFESSIONAL EXPERIENCE

MIDWEST UNIVERSITIES CONSORTIUM FOR INTERNATIONAL ACTIVITIES, INC. (MUCIA), Columbus, Ohio, **Deputy Executive Director**, 1985-1997. Represented consortium comprised of "The Big Ten" research universities to public and private sector organizations (both in U. S. and internationally) with interest in international higher education development. Played key role in contract awards of approximately \$130 million from The World Bank, the Asian Development Bank, and the United States Agency for International Development. Position responsibilities included identifying project development opportunities, funding mechanisms, and establishing and maintaining relationships with ministries of higher education and other senior government officials in host countries; worked directly with Presidents, Chancellors and Deans of MUCIA member universities. Member universities included: The Ohio State University, University of Illinois, University of Minnesota, University of Iowa, Purdue University, Indiana University, University of Wisconsin, University of Michigan, Michigan State University, and Pennsylvania State University. Direct reports to President of Consortium on all contractual matters and to President of Indiana University on all academic matters.

INTERNATIONAL CONSULTING

HERBERT J. DAVIS ASSOCIATES, Oakton, Virginia, **Principal**, 1981-1997. Specialized in fostering relationships between leading U.S. research universities and counterpart universities throughout South and Southeast Asia. Established university partnerships, cooperative programs/agreements, promoted collaborations, and public/private sector partnerships with the following institutions and organizations.

- Bangladesh Management Development Center (BMDC), Dhaka
- Employer's Association of Bangladesh
- Institute of Business Administration (IBA), Bangladesh
- University of Chittagong, Bangladesh
- University of Dhaka, Bangladesh
- University of Rajshahi, Bangladesh

- University Grants Commission of Bangladesh
- Royal University of Phnom Penh, Cambodia
- Ministry of Education, Cambodia
- Lao PDR Ministry of Education
- Nepalese Center for Economic and Development Administration (CEDA)
- Tribhuvan University, Nepal
- Pakistan National Institute for Public Administration (NIPA)
- University Grants Commission of Pakistan
- University of Karachi, Pakistan
- Institute of Business Administration (IBA) Pakistan
- University of Papua New Guinea
- Papua New Guinea Commission for Higher Education
- Papua New Guinea Public Service Commission
- Papua New Guinea University of Technology
- Philippine Council of Management
- Philippine Commission for Higher Education
- Regional Institute for Higher Education Development, Manila
- Singapore Institute of Management
- Singapore Training and Development Society
- Management Association of Thailand
- Ministry of Education, Thailand
- Ministry of University Affairs, Thailand
- National Institute for Development Administration (NIDA), Thailand
- Hanoi University of Agriculture and Forestry
- Hanoi University of Economics
- Hanoi University of Technology
- Ho Chi Minh City University
- Ho Chi Minh University of Agriculture and Forestry
- Ho Chi Minh University of Economics
- Ho Chi Minh University of Technology
- Ministry of Education and Training, Vietnam
- Vietnam National University, Hanoi

U.S. FOREIGN SERVICE INSTITUTE, Arlington, Virginia, **Area Studies Expert, South Asia**, 2000-2004. Subject matter specialist on commercial, economic, and political aspects of U.S. investments in South Asia.

J. E. AUSTIN ASSOCIATES, INC., Arlington, Virginia, **Senior Advisor, Ministry of Education; Faculty of Business, Royale University of Phnom Penh, Cambodia**, 1996-1997 (sabbatical leave). Evaluated performance of faculty of business and prepared strategic long-term staffing/development plan.

UNIVERSITY OF ILLINOIS, Champaign-Urbana, Illinois, **Chief of Party, Senior Advisor**, 1985-1990. Evaluated faculty research performance, curriculum review, and curriculum revision for universities in Bangladesh.

ACADEMY FOR EDUCATIONAL DEVELOPMENT, Washington, D.C., **Consultant**, 1986-1987. Provided consultation to National Institute of Public Administration in Karachi, Pakistan; Tunisian Technology Transfer Project, King Faisal University of Saudi Arabia.

INSTITUTE FOR RESOURCE DEVELOPMENT, INC., Columbia, Maryland, **Team Consultant**, 1986. Identified management training and development needs for Belize.

NATIONAL RESEARCH COUNCIL, Washington, D.C., **Member, Project Review Committee**, 1983. Evaluated best and final project proposals for development of management training consistent with Pakistan's Five Year Development Plan.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT, Washington, D.C., **Consultant**, 1977-1997. Lectured on private enterprise development throughout Asia-Pacific region.

UNITED STATES INFORMATION AGENCY, Washington, D.C., **Speaker and Consultant**, 1979-1983. Oversaw programming activities for developing countries in Pacific rim.

EDUCATION

LOUISIANA STATE UNIVERSITY, Baton Rouge, Louisiana
Ph.D., Business Administration

EAST CAROLINA UNIVERSITY, Greenville, North Carolina
M.B.A., Business Administration

VILLANOVA UNIVERSITY, Villanova, Pennsylvania
B.S., Economics

HONORS, AWARDS, AND RECOGNITIONS

Editorial Board, **International Journal of Cross-Cultural Management**, Oxford, United Kingdom, 2000-present

Distinguished Visiting Scholar, The East-West Center, Honolulu, 1995

Who's Who in American Education, 1991-1992

Men of Achievement, 1986

Who's Who in the East, 1986

Dictionary of International Biography, 20th Ed., 1985

Senior Fulbright Scholar, Bangladesh, 1984

Outstanding Young Men of America, 1979

AFFILIATIONS

Center for Strategic and International Studies
Woodrow Wilson Center for International Scholars
National Council for South Asia Affairs

DISSERTATION COMMITTEES

Berkeley, Arthur E., *A Study of Factors Associated with Acceptability of Labor-Management Arbitrators in the United States*, (D.B.A. dissertation), defended February, 1988.

Wright, Gail B., *Accounting Alternatives for Cost Recognition: An Empirical Analysis of the Matching Principle Employed in the Oil-Producing Industry* (D.B.A. dissertation), defended June 1985.

Ali, Amal El Tigani, *Sudan Petroleum Corporation: A Study of the Evolution of Its Organization*, (D.B.A. dissertation), defended June 1984.

Smith, Robert L., *A Study of Factors Affecting White Collar Productivity Improvements in Selected Government Agencies*. (D.B.A. dissertation), defended November 1983.

Gardner, Ella Paton, *Implementing the Social Legislation of the 1960's and 1970's: A Descriptive Study of Industry Participation in Selected Rulemaking Proceedings*. (D.B.A. dissertation), defended June 1982.

Kane, Scott H., *The Nature of Conflict in the Regulatory Process: A Study of the Clean Air Act Amendments of 1982*. (D.B.A. dissertation), defended November 1982.

Hartle, Terry W., *The Implementation of the Government in the Sunshine Act of 1976*, (D.P.A. dissertation), defended December 1981.

Luck, Gary E., *An Analysis of Factors Contributing to Human Resource Readiness in the Volunteer Army: A Survey of Selected Battalion Commanders*, (D.B.A. dissertation), defended December 1981.

Katzman, Marvin S., *Alternative Work Patterns: A Predictive Model for Organizations in the United States*, (D.B.A. dissertation), defended November 1980.

Kreps, Donald Edmund, *A Study of the Impact of Actions of Selected Parties Upon Regulatory Program Effectiveness*, (D.B.A. dissertation), defended September 1980.

Ferry, Thomas P., *An Analysis of the Effect of the Professional Standards Review Organization Program on the Utilization of Hospital Inpatient Services by Aged Medicare Patients in Colorado*, (D.B.A. dissertation), defended May 1978.

RESEARCH AND PUBLICATION ACTIVITIES

Books

Interregional Trade in South Asia: Issues, Institutions, and Industries with Mark Heurer (Susquehanna University and Samir Chatterjee, Curtin University of Technology (in progress))

Management in India: Trends and Transition (foreword by Sam Petroda) with Samir Chatterjee, Curtin University of Technology and Mark Heurer, The George Washington University; SAGE Publishing (Delhi and London), January, 2006, 441 pps.

National Culture and International Management in East Asia (foreword by Geert Hofstede), with William D. Schulte Jr., International Thomson Business Press, London; July, 1997; 632 pps.

Essays/Chapters in Books

Davis, Herbert J. and Channie Lolla, *Cultural Synergy and the Multicultural Workforce: Bridging Occidental and Oriental Cultures*, in **Advances in International Comparative Management**, Volume 6, (S. Benjamin Prasad and Richard B. Peterson, eds.), JAI Press, Greenwich, Connecticut, 1991, pp. 103-125.

Davis, Herbert J. and Sakhawat Hossain, *Some Thoughts on International Personnel Management as an Emerging Field*, in **Research in Personnel and Human Resources Management** (Albert Nedd, Gerald R. Ferris, Kendrith M. Rowland, eds.), JAI Press, Greenwich, Connecticut, 1989, pp. 121-136.

Davis, Herbert J. and S. Anvaar Rasool, *A Reconsideration of England's Values Research Related to Cross-Cultural Management*, in **Advances in International Comparative Management**, Volume 1, (Richard N. Farmer and Elton McGoun eds.), JAI Press, Greenwich, Connecticut, 1988. (Memorial volume dedicated to Richard N. Farmer), pp. 109-125.

Articles in Refereed Journals

National Culture and Innovation: Implications for Locating Global Research and Development, in **Management International Review**, with Gary K. Jones, Vol. 40, 2000/1, pps. 11-39.

Values Research and Managerial Behavior: Implications for Devising Culturally Consistent Managerial Styles, in **Management International Review**, with S. Anvaar Rasool, Vol.28, No.3, 1988, pp. 11-20.

A Values Assessment Application Among Bolivian Managers, in **Journal of Social Psychology**, Volume 128, No.5, spring 1988, with Carmen A. Machicado, pp. 691-695.

A Comparison of the Work-Reward Preference Patterns of MBAs from the United States, Australia, Canada and Singapore, **Asia-Pacific Journal of Management**, with Gary E. Popp and Theodore T. Herbert, Vol. 4, No.1, 1986, pp. 38-40.

An International Study of Intrinsic Motivation Composition, **Management International Review**, with Gary E. Popp, Vol. 26. No.3, 1986, pp. 28-35.

A Comparative Study of the Managerial Values of Anglo-Americans and Mexican Nationals: Implications for Transnational Corporations, **Journal of Social Psychology**, with Gary E. Popp, October, 1986; Vol. 126, No.5, pp. 675-677.

Managerial Values and Multiculturalism: Some implications for Cross-Cultural Management Practice, with Gary E. Popp, Vol. 4, No.3, November 1986, pp. 3-10. **RVB Research Papers**, Research Institute of Management Science, Delft, the Netherlands.

American and Australian Work Reward Preference Patterns, **Asia-Pacific Journal of Management**, fall 1984. Vol.2, No.1, pp. 62-64; reprinted in the GWU Reprint Series No.86-27R, November 1986; with Gary E. Popp.

Sources of Job Stress For the FLMI.- A Comparative Analysis, **Journal of Risk and Insurance**, Vol. 46, No.2, pp. 123-137, June 1979; with Richard O. Blalack and Harvey W. Rubin.

Professional Certification in Management, **Atlanta Economic Review**, Vol. 28, No.2, March-April 1978, pp. 48-51; with Harvey W. Rubin.

Professional Certification in Management: Conceptual and Administrative Issues, **Atlanta Economic Review**, spring 1977, pp. 48-51; with Harvey W. Rubin.

Need Satisfaction of Causality Actuaries, **Journal of Insurance Issues and Practices**, Vol. 1, No.1, March 1977, pp. 35-41; with Harvey Rubin.

Job Strain and Satisfaction among Unit Manager, **Hospital Topics**, January/February 1977, pp. 31-35; with Richard O. Blalack.

Birth Order and Managerial Achievement: Another Look, **Journal of Management**, Vol.2, No.1, spring 1977, pp. 1-7; with Gary E. Popp.

A Quantitative Decision-Making Guide to Four--Day Workweek Conversion. **The Personnel Administrator**, Vol. 21, No.2, February 1976, pp. 45-50. Also abstracted in Action, Vol. 11, No.5, August 1977, (a publication of the American Society for Personnel Administration), with K. Mark Weaver and Richard O. Blalack.

Role Ambiguity, Job Related Tension and Job Satisfaction, **Journal of Management**, Vol. 1, No.1, November 1976, pp. 31-37, with Richard O. Blalack.

Assignment, Utilization and Licensing of Patients: A Comparison by Classification, **Journal of the Society of Research Administrators**. April 1976; with W. R. Johnston.

Need Satisfaction and the Unit Manager, **Hospital Topics**, Vol. 54, No.1, January/February 1976, pp. 31-34; with Richard O. Blalack.

Perceived Benefits of Professional Certification, **Journal of Risk and Insurance**, Vol. 43, No.1, March 1976, pp. 152-155; with Harvey W. Rubin.

Perceived Benefits of Professional Certification - The CFA, CLU, CPA and PE, **Atlanta Economic Review**, July/August 1976, Vol. 26. No.4, pp. 28-33. Reprinted in the **Examiner** (quarterly publication of the Society of Financial Examiners, Washington, D.C., 1977); with Harvey W. Rubin.

From Scientific Management to Management Science: An Integrative Effort, **Industrial Management**, Vol. 17, No.11, November 1975, pp. 10-14; with Richard O. Blalack.

An Organizational Development (OD) Effort to Improve Instruction at a University with Suggestions for Successful Implementation, **Educational Technology**, Vol.15, No.9, September 1975, pp. 41-44; with James C. Corprew.

Research Published in Regional, National, and International Proceedings

Some Thoughts on International Personnel Management as an Emerging Field, Proceedings of First International Personnel and Human Resource Management Conference, Singapore, December 1987, with S. Hossain.

International Personnel Management: A New Dimension in Human Resource Management, Proceedings of the Academy of International Business - Southeast U.S. Region, New Orleans, November 1987, pp. 356-365; with S. Hossain.

Personal Values of MBAs in the United States, India and Mexico: Implications for the Developing Field of International Personnel Management, Proceedings of the Academy of International Business - Southeast U.S. Region, Atlanta, November 1986, pp. 73-80; with Gary E. Popp.

Management Education and Development in Bangladesh: An Overview and Some Observations, Proceedings of the Academy of International Business - Southeast U.S. Region, Atlanta, November 1986, pp. 243-250; with M.A.Z. Khan and A.N.M. Waheeduzzaman.

Managerial Values and Ranks of Singaporeans and Asian-Americans, Proceedings of Academy of International Business - Southeast Asian Region, Taipei, June 1986, pp. 59-67; with Gary E. Popp.

A Reconsideration of Values Research in Cross-Cultural Management, Proceedings of the Academy of International Business - Southeast Asian Region, Taipei, June 1986, pp. 358-367; with S. Anvaar Rasool.

Managerial Values in Four Cultures: Implications for Multinationals, Proceedings of the Southern Management Association, Orlando, Florida, November 1985, pp. 363-365; with Gary E. Popp and Ajay Menon.

Business Values of Anglo-Americans, Mexican-Americans and Mexican Nationals, Proceedings of the Annual Meeting of the Business Association of Latin American Studies, Washington, D.C., September 1985, pp. 43-46; with Gary E. Popp.

Adoption of Alternative Work Patterns: Autopoiesis as a Theoretical Explanation, Proceedings of the SW Division of the Academy of Management, Dallas, Texas, March 1982, pp. 195-199; with Marvin S. Katzman.

Australian Work-Reward Preferences, Proceedings of the 38th Annual Meeting of the Academy of Management, (International Division) Atlanta, Georgia, August 1979; with Gary E. Popp and Theodore T. Herbert.

Australian MBA Candidates Work-Reward Preference Patterns: A Cross -Cultural Comparative

Analysis, Proceedings of the Academy of International Business, December 1979, pp. 413-420; with Gary E. Popp and Theodore T. Herbert.

Alternative Workweek Patterns-- Problems, Issues and Recent Literature, Proceedings of the American-Institute for Decision Sciences, Northeast Region, Washington, D.C., June 1978.

A Profile of the P/OM Instructor at Accredited AACSB Institutions: New England and Middle Atlantic States, Proceedings of the American Institute for Decision Sciences, Albany, New York, April 1977; with Richard O. Blalack and James C. Corprew.

Role Congruence and the CLU: An Empirical Appraisal of Selected Behavior Correlates, Proceedings of SE American Institute for Decision Sciences, Atlanta, Georgia, 1976; with Harvey W. Rubin and Richard O. Blalack.

Assessment of Organizational Personality, Sources of Job Stress and Satisfaction within a Hospital Unit Management System, Proceedings of the Southern Management Association, Atlanta, Georgia, November 1976, with Richard O. Blalack.

Role Stress and The Casualty Actuary: An Empirical Study, Proceedings of N.E. American Institute for Decision Sciences, Philadelphia, Pennsylvania, April 1976, with Harvey W. Rubin.

Impact of Selected Variables on the Successful Implementation of a Revised Workweek, Proceedings of the Midwest Division, Academy of Management, March 1976; with K. Mark Weaver and Richard O. Blalack.

A Profile of the P/OM Instructor at Accredited AACSB Institutions in the Midwest, Proceedings of the Midwest Division, Academy of Management, March 1976; with James C. Corprew and Richard O. Blalack.

Organizational Climate, Job Satisfaction and Selected Behavioral Facets within a Medical Environment: A Parallel Study, Proceedings of the 35th Annual Meeting of the Academy of Management, New Orleans, Louisiana, August 1975, pp. 393-395; with Richard O. Blalack.

Role Ambiguity in the Position of Student Consultants, Proceedings of the American Institute for Decision Sciences, 7th annual meeting, Cincinnati, Ohio, November 1975; with K. Mark Weaver and Richard O. Blalack.

Role Ambiguity and Job Tension in the Hospital Milieu: The Case of the Unit Manager, Proceedings of the 5th Annual Meeting of SE American Institute for Decision Sciences, Columbia, South Carolina, February 1975; with Richard O. Blalack and Lawrence M. Richard.

Assignment, Utilization and Licensing of Patents: An Empirical Study, Proceedings of the Institute of Management Sciences, SE regional meeting, Charleston, South Carolina, October 1975; with Wallace R. Johnston.

Research Presented at Regional, National, and International Academic Associations

Cross-National Patterns of MBA Student Characteristics: Nationality, Personality and Business Implications, Academy of International Business. Cleveland, Ohio, October 17-20, 1984; with Theodore T. Herbert, Helen Deresky and Gary E. Popp.

A Cross-Cultural Analysis of Occupational Expectations, American Institute for Decision Sciences, Toronto, Canada, November 5-7, 1984; with Gary E. Popp and Theodore T. Herbert.

Cross-National Occupational Differences: Applications of Blood's Job Orientation Inventory to U.S. and Australian MBAs, presented before the 53rd Congress of the Australian and New Zealand Association for the Advancement of Science, Perth, Western Australia, May 1983, with Gary E. Popp.

Managerial Expertise and Development: Some Observations Regarding Nepal, 24th International Meeting of the Institute of Management Sciences, Honolulu, Hawaii, June 18-22, 1979, with K. Mark Weaver.

A Survey of Demographic Characteristics and Pedagogical Style of U.S. Academicians in Operations Management, 24th International Meeting of the Institute of Management Sciences. Honolulu, Hawaii, June 18-22, 1979.

Personal Value Systems of Australian Trade Union Leaders: Are They Really Different? International Meeting of the Academy of International Business, Manchester, England, November 1978; with Allen R. Brown.

The Impact of Corporate Policies on Intra-Organizational Ethical Behavior in the Life Insurance Industry, paper presented before the Annual Meeting of the American Risk and Insurance Association, Arlington, Texas, August 1978; with K. Mark Weaver.

Job Tension and the FMLI: Effects on Work- Performance, paper presented before the Annual Meeting of the American Risk and Insurance Association, Arlington, Texas, August 1978; with Richard O. Blalack and Harvey W. Rubin.

The Production/Operations Management Instructor at Accredited AACSB Institutions: A Cross-Regional Profile, Proceedings of the 38th Annual Meeting of the Academy of Management, San Francisco, California, August 1978; abstract; with Richard O. Blalack and James C. Corprew.

Role Clarity and the CLU: A Factor in Improved Job Performance? paper presented before the annual meeting of the Southern Risk and Insurance Association, Atlanta, Georgia, October 1977; with Richard O. Blalack and Harvey W. Rubin.

Need Satisfaction and the FMI: An Analysis of Demographic Differences, paper presented before the annual meeting of the Southern Risk and Insurance Association, Atlanta, Georgia, October 1977; with Richard O. Blalack and Harvey W. Rubin.

Ethical Beliefs and Behavior in the Life Insurance Industry: Individual Versus Peer Beliefs, paper presented before the annual meeting of the Southern Risk and Insurance Association, Atlanta, Georgia, October 1977; with K. Mark Weaver.

Gatekeeping and Upward Communication: Another Test of Three Contributing Factors, Proceedings of the Academy of Management, 37th Annual Meeting, Kissimmee, Florida, August 1977; abstract.

Interaction of Organizational Climate with Job Satisfaction, Role Conflict and Ambiguity in a Teaching-Referral Hospital, Proceedings of the Academy of Management, 37th Annual Meeting, Kissimmee, Florida, August 1977; abstract.

Personal Value Systems of Trade Union Leaders in Australia, Proceedings of the Academy of Management, 37th Annual Meeting, Kissimmee, Florida. August 1977: abstract with Allen R. Brown.

Machiavellianism and the Australian Business Student: Age and Sex Differences, Proceedings of the Academy of Management, 37th Annual Meeting, Kissimmee, Florida, August 1977, with Graham Robeson.

A Profile of the P/OM Instructor at Accredited AACSB Institutions, paper presented before the P/OM Division at the 25th Annual Meeting of the Academy of Management, New Orleans, Louisiana, August 1975; with James C. Corprew and Richard O. Blalack.

Professional Certification in Management with Emphasis on Academic and Practitioner Opinion: A Preliminary Study, paper presented before the Management Education and Development Division, 34th Annual Meeting of the Academy of Management, Seattle, Washington, August 1974.

Role Ambiguity, Job-Related Tension, and Job Satisfaction of Hospital Unit Managers, paper presented before Health Care Division of Southern Management Association, New Orleans, Louisiana, fall 1975; with Richard O. Blalack.

Organizational Development (OD) at a State University: A Chronicle of the Effort with Suggestions for Successful Implementation, presented before the 48th Annual Meeting of the Virginia Social Science Association, Richmond, Virginia, April 1975; with J.C. Corprew.

The Identity Crisis of the Decision Scientist: An Exploratory Study, 6th Annual Meeting of the American Institute for Decision Sciences, Atlanta, Georgia; November 1974; with Lawrence M. Richard.

PERSONAL

Interest in comparative cultures/religions; travel, and avid exerciser.