



Texas A&M Distinguished Achievement Award in Research, 1987

Fellow, Academy of Management, 1986

E.D. Brockett Professorship, 1984-85

TEES Research Fellow, Texas A&M, 1983-84, 1984-85, 1985-86

Graduate faculty Research Fellow, College of Business Administration, Texas A&M University, 1983-87

College of Business Research Award, 1982-83

College of Business Research Award, 1981-82

United States Steel Foundation Fellowship, 1969-70

National opinion Research Center, University of Chicago: three year training fellowship in survey research, 1970-71 to 1972-73

University Fellowship, University of Chicago, 1973-74

Associations:

Academy of Management

The institute of Management Sciences

American Sociological Association

Editorial and Professional Service:

Associate Editor-in-Chief, *Organization Science*, 1987-1998

Associate Editor: *Administrative Science Quarterly*, 1984-1987

Board of Governors, Academy of Management, 1988-91

Board of Directors Organizational Behavior Teaching Society, 1990-93

Program Chair, Organization and Management Theory Division, Academy of Management, 1985-86

Division Chair, Organization and Management Theory Division, Academy of Management, 1987-88

Editorial Board: *Academy of Management Journal*, 1980-84

Editorial Board: *Administrative Science Quarterly*, 1979-84

Bibliography:

Books:

Daft, R. L., (2017). *The Leadership Experience*, 7th ed. Cincinnati: Cengage.

Daft, R. L., (2015). *Management*, 12th ed. Cincinnati: Cengage.

Daft, R. L. and Marcic, D. (2013). *Building Management Skills: An Action First Approach*, Cincinnati: Cengage.

Daft, R. L., (2010). *The Executive and the Elephant: A Leader's Guide for Building Inner Excellence*, San Francisco: Jossey-Bass.

Daft R. L. (2016). *Organization Theory and Design*, 12<sup>th</sup> ed. Cincinnati: Cengage.

Daft, R. L. & Marcic, D. (2015). *Understanding Management 9th ed.* Cincinnati: Cengage.

Daft, R. L., & Lengel, R. H. (1998) *Fusion Leadership: Unlocking the Subtle Forces that Change People and Organizations*. San Francisco: Berrett-Koehler.

Frost, P. J., Daft, R. L., & Lewin, A. Y. (2000) *Talking about Organization Science: Debates, Discourse, Dialogues, and Directions*. San Francisco: Sage.

Daft, R. L. & Noe, R. *Organizational Behavior* (2001) Chicago: Dryden Press.

Daft, R. L. (2001) *Essentials of Organization Theory*. Cincinnati: South-Western.

Daft, R.L. & Sharfman, R. (1995) *Organization Theory: Cases and Applications*, 4<sup>th</sup> ed. , St. Paul: West

Daft R. L., & Steers, R., (1986) *Organizations: A Micro/Macro View*. Glenview, IL: Scott, Foresman.

Campbell, J. P., Daft, R. L., & Hulin, C. L., (1982) *What to Study: Generating and Developing Research Questions*. New York: Sage.

Daft, R. L., & Becker, S. W., (1978) *The Innovative Organization* . New York: Elsevier.

#### Journal Articles

Hai, S. & Daft, R. L. 2016. When missions collide: Lessons from hybrid organizations for sustaining a strong social mission. *Organizational Dynamics* 45 (4), 283-290.

Daft, R. L., and Lewin, A. Y. (2008) Rigor and Relevance in Organizational Studies, *Organization Science*, 177-183.

Daft, R. L., & Anand, N. (2007) "What is the Right Organization Design?" *Organizational Dynamics*, 36(4), 329-344.

Rynes, S., Bartunek, J., & Daft, R. L. (2001) "Across the Great Divide: Knowledge Creation and Transfer Between Practitioners and Academics," *Academy of Management Journal*, 2001 .

Daft, R. L., Conlon, E. J., Austin, J., Buenger, V. (1996) "Competing Values in Organizations: Contextual Influences and Structural Consequences," *Organization Science*, 1996 7(5), 557-576.

Daft, R. L. (1996) "No More Tears," *Journal of Management Education*, " 19 (February) 1995, 31-34.

- Daft, R. L., & Lewin, A. Y. (1993) "Where are the Theories for the New Organizational Forms?" *Organization Science* 4, 1-6.
- Skivington, J. K., & Daft, R. L. "A Study of Organizational Framework and Process Modalities for the Implementation of Business-Level Strategies," *Journal of Management Studies*, March 1991 28(1), 45-69.
- Daft, R. L., Lengel, R. H. & Russ, G. (1990) "Media Selection and Managerial Characteristics in Organizational Communications," *Management Communication Quarterly*, Vol. 4, 151-175.
- Daft, R. L., & Lewin, A. Y. (1990) "Can Organization Studies Break Out of the Normal Science Straitjacket? An Editorial Essay," *Organization Science*, 1, 1-10.
- Daft, R. L., and Lengel, R. H. (1988) "The Selection of Communication Media as an Executive Skill," *Academy of Management Executive* 2 (1988), 225-232.
- Daft, R. L., Sormunen, J., & Parks, D. (1988) "Chief Executive Scanning, Environmental Characteristics, and Company Performance: An Empirical Study," *Strategic Management Journal*, 1988 9(2), 123-140.
- Daft, R. L., & Macintosh, N. (1987) "Management Control Systems and Departmental Interdependencies," *Accounting, Organizations and Society* 12, 1987, 49-62.
- Daft, R. L. & Huber, G. (1987) "The Information Environments of Organizations," in Linda Putnam, et al. (eds.), *Handbook of Organizational Communication*. Beverly Hills, CA: Sage.
- Daft, R. L. & Huber, G., (1987) "How Organizations Learn: A Communication Framework," in Samuel Bacharach and Nancy DiTomaso (eds.), *Research in the Sociology of Organizations*, 5, Greenwich, CT: JAI Press, 1987).
- Daft, R. L., Lengel, R. H., & Trevino, L. K. (1987) "Media Symbolism, Media Richness, and Media Choice in Organizations: A Symbolic Interactionist Perspective," *Communication Research*.
- Daft, R. L., Lengel, R. H., & Trevino, L. K. (1987) "Message Equivocality, Media Selection, and Manager Performance: Implications for Information Systems," *MIS Quarterly*, September, 355-366.
- Daft, R. L., Griffin, R. W., & Yates, V. (1987) "Retrospective Accounts of Research Factors Associated with Significant and Not-so-Significant Research Outcomes," *Academy of Management Journal* 30, 763-785.
- Giroux, G. A., & Mayper, A. G., & Daft, R. L. (1986) "Organization Size, Budget Cycle, and Budget Related Influence in City Governments: An empirical Study," *Accounting, Organizations and Society* 11 (1986), 499-519.
- Daft, R. L., & Lengel, R. H., (1986) "Organizational Information

Requirements, Media Richness and Structural Design," *Management Science* 32 (May) 1986, 554-571.

- Daft, R. L. & Macintosh, N. (1984) "The Nature and Use of Formal Control and Strategy Implementation," *Journal of Management* 10 (Spring/Summer), 43-66.
- Daft, R. L. & Lengel, R. H. (1984) "Information Richness: A New Approach to Manager Information Processing and Organization Design," in Barry Staw and L. L. Cummings(eds.)*Research in Organizational Behavior*, Vol. 6, 1984, 191-233.
- Daft, R. L. & Weick, K. (1984) "Toward a Model of Organizations as Interpretation Systems," *Academy of Management Review* 9 (April), 284-295.
- Daft, R. L. & MacMillan, A. (1984) "Do Inferences About Economies of Scale Depend on the Form of Statistical Analysis: A Reconciliation," *Social Forces* 63 (June,), 1059-1067 .
- Daft, R. L. (1983) "Learning the Craft of Organizational Research," *Academy of Management Review* 8 (October) 1983, 539-546
- Withey, M., Daft, R. L., & Cooper, W. H. (1983) "Measures of Perrow's Work Unit Technology: An Empirical Assessment and a New Scale," *Academy of Management Journal* 25 (March), 45-63.
- Daft, R. L., & Macintosh, N. (1981) "A Tentative Exploration into the Amount and Equivocality of Information Processed in Organizational Work-Units," *Administrative Science Quarterly* 26 (June) 1981, 207-224.
- Daft, R. L. & Bradshaw, P. J. (1980) "The Process of Organizational Subdivision: Two Models," *Administrative Science Quarterly* 25 (September) , 441-456.
- Daft, R. L. & Becker, S. W. (1980) "Managerial, Institutional and Technical Influences on Administration: A Longitudinal Analysis," *Social Forces* 59 (December), 392-413.
- Daft, R. L. (1980) "The Evolution of Organization Analysis in ASQ: 1959-1979," *Administrative Science Quarterly* 25 (December) 1980, 623-636.
- Daft, R. L., & MacMillan (1980) "Relationships Among Ratio Variables with Common Components: Fact or Artifact," *Social Forces* 59 (June) 1980, 1129-1156 .
- Daft, R. L. & Wiginton, J. C. (1979) "Language and Organization," *Academy of Management Review* 4 (April), 179-191.
- Daft, R. L., & MacMillan (1979) "Administrative Intensity and Ratio Variables: The Case Against Definitional Dependency," *Social Forces* 58 (September), 228-248.
- Daft, R. L. (1978) "System Influence of Organizational Decision Making:

The Case of Resource Allocation," *Academy of Management Journal* 21 (March), 6-22.

Daft, R. L. (1978) "A Dual-Core Model of Organizational Innovation," *Academy of Management Journal* 21 (June) 1978, 193-210.

Daft, R. L. (1978) "Disaster in Commerce 353," *Exchange: The Organizational Behavior Teaching Journal* 3 (Fall), 11-17. Reprinted in *Journal of Management Education*, 19 (February) 1995, 17-30.

Daft, R. L., & Macintosh, N. (1978) "A New Approach to the Design and Use of Management Information," *California Management Review* 20 (August), 82-92.

Daft, R. L., & Macintosh, N. (1978) "The Technology of User Departments and Information Design," *Information and Management* 1 (April), 122-131.

Daft, R. L., & MacMillan (1977) "Structural Control Models of Organizational Change: A Replication and Caveat," *American Sociological Review* 42 (August) 1977, 667-671.

Academic  
Chapters:

Daft, R. L., 2015. "Information Richness Theory," *Encyclopedia of Management Theory* (Thousand Oaks, CA: Sage).

Daft, R. L., 2015. "Dual-Core model of organizational innovation," *Encyclopedia of Management Theory*, (Thousand Oaks, CA: Sage).

Daft, R. L. "Top Managers' Communication Choices in Strategic Decision Making" in G. P. Huber and W. H. Glick (Eds.), *Organizational Change and Redesign*. (New York: Oxford University Press, 1992).

Daft, R. L. "Hitching a Ride on a Fast Train to Nowhere: The Past and Future of Strategic Management Research," in James W. Frederickson (ed.), *Perspectives on Strategic Management* (Ballinger, 1990).

Daft, R. L. "Managers' Media Choices: A Symbolic Interactionist Perspective," in Janet Fulk and Chip Steinfield (eds.), *Perspectives on Organizations and Information Technology* (Sage, 1989).

Daft, R. L. & Buenger, V. (1987) "The Puzzle of Paradox in Just-in-Time Manufacturing: A Re-joinder," in Kim Cameron and Robert Quinn, *Paradox and Change: Toward a Theory of Change in Organization and Management*. New York: Ballinger.

Daft, R. L. (1985) "Why Manuscripts Fail to be Published, and What You Can Do About It," in Peter Frost and L. L. Cummings (eds.), *Publishing in the Organizational Sciences*, Homewood, Ill.: Richard D. Irwin.

Daft, R. L. (1984) "The Antecedents of Significant and Not-So-Significant Organizational Research," in Thomas Bateman and Gerald Ferris (eds.), *Method and Analysis in Organizational Research*, Reston, 3-14.

Daft, R. L. (1983) "Symbols in Organization: A Framework for Analysis," in Organizational Symbolism by Dandridge, Frost, Morgan and Pondy

(eds.), JAI Press, 199-206.

Daft, R. L. & Weick, K. (1983) "The Effectiveness of Interpretation Systems," in *Organizational Effectiveness: A Comparison of Multiple Models*, by Kim Cameron and David Whetten (eds.), Academic Press, 71-93.

Daft, R. L. (1982) "Bureaucratic vs. Nonbureaucratic Structure and the Process of Innovation and Change," in *Perspectives in Organizational Sociology: Theory and Research*, by Samuel B. Bacharach, (ed.) JAI Press, 129-166

Other Articles: *Hai, S. & Daft, R. L. (2016) When missions collide: Lessons from hybrid organizations for sustaining a strong social mission. Organizational Dynamics 44 (4), in press.*

*Daft, R. L., (2011). Inner excellence: Eliminate that critical constraint. Personal Excellence, September, 3.*

Daft, R. L., (2011). Your inner CEO: Lead with your best wisdom. *Leadership Excellence*, January, in press.

Daft, R. L., (2011). First, lead yourself. *Leader-to-Leader*, Spring, in press.

Daft, R. L. (2008) "Leadership Style," *International Encyclopedia of Organization Studies*, Stuart Clegg and James Bailey, eds.

Daft, R. L. (2003) Theory Z: Opening the corporate door for participative management. *The Academy of Management Executive*, 18, 2003), 117-121.

Daft, R. L. (2003) "New Management Competencies," *The Owen Manager*, Winter, 2003, 20-21.

Daft, R. L. & Lengel, R. H., (1997) "How to Manage Chaos," *1997 Handbook of Business Strategy*. Faulkner & Gray.

Daft, R. L. (1993) "The Challenge of Chaos," *The Owen Manager*, Spring 1993, 2-7.

Daft, R. L. (1981) "Managing Change in Business Organizations," *The Texas Business Executive* 7 (Spring), 23-26.

Withey, M., Daft, R. L., & Cooper, W. H. (1980) "A Comparison of Six Technology Measurements," *Academy of Management Proceedings* (August).

Daft, R. L. & Bradshaw P. J. (1979) "Organization Size and Complexity: New Answers to an Old Question," *Academy of Management Proceedings*.

Daft, R. L. (1979) "MBA Admission Criteria, Communication Skill and Academic Performance: An Unexpected Finding," *Academy of Management Proceedings*.

Macintosh, N., & Daft, R. L. "Une Approche Nouvelle Pur La Conception Des Systems D Information," *Information\_et Gestion* (Paris), (Janvier/Fevrier).

Daft, R. L. "Guide to Effective Structures in the Air Force,"  
Washington D.C., USAF Report, 175 pages.

research

concentrations:

Information Processing (seventeen academic articles)

Leadership and Change (two books, one working paper)

Innovation and Change (one book, four academic articles)

Organization Structure and Design (two books, seven academic articles)

Philosophy of Research (two books, nine academic articles)

Research Methods (five academic articles)

current projects:

Daft, R. L. & Marcic, Practical Organization Behavior, under contract with  
Cengage for publication in 2010.

research grants:

University of Texas and Army Research Institute, \$139,684 (1986-88),  
"Organizational Design for Environmental Scanning and  
Interpretation."

Leadership and Management Development Center, U.S.A.F., \$24,000 (1985-  
86) continuation of "Alternative Organizational Structures in the Air  
Force," verbal approval.

Office of Naval Research, October 1982-September 1985, \$300,000,  
"Organizations as Information Processing Systems," (with Ricky  
Griffin).

Leadership and Management Development Center, U.S.A.F., \$14,500 (1983)  
and \$18,500 (1984), "Alternative Organizational Structures in the Air  
Force."

Texas Department of Human Resources, 1981, \$6,500, "Study of Linkages  
Between CETA Regional Offices and the Private Sector," (Ken Hogue,  
Principal Investigator. Total grant: \$150,000).

Texas A&M University, 1979-81, grants of \$300, \$500, and \$5,500 for  
research support.

Society of Management Accountants (Canada) and American Accounting  
Association, 1978, \$32,000, "Design of Management and Financial  
Control Systems," (with Norman Macintosh).

Queen's University Research Committee, 1974-78, 6 grants of \$1,000 - \$1,500  
for research support (computer time, assistants).

Canadian Institute of Guided and Ground Transport, 1975, \$6,500, "Structure  
and Design of R&D Departments."



## Invited Seminar Presentations:

Air Force Academy  
 University of Alberta  
 Arizona State University  
 University of California at Los Angeles  
 University of California Polytechnic University Pomona  
 California State Fullerton  
 The Citadel  
 Clemson University  
 Colorado State University  
 Concordia University  
 Cornell University  
 Czech Management Center  
 University of Delaware  
 Elon College  
 Helsinki School of Economics  
 University of Iowa  
 London School of Economics  
 National University of Singapore  
 New York University  
 University of North Carolina  
 University of North Carolina-Wilmington  
 Northwestern University  
 Ohio State University  
 Oklahoma State University  
 Prague School of Economics  
 Queen's University  
 Rancho Santiago College  
 Southern Illinois University  
 Southern Methodist University  
 Texas A&M University  
 Texas Christian University  
 Texas Tech University  
 Technion University (Israel)  
 Trident College  
 University of Maryland  
 University of Maryland University College (Europe)  
 University of Michigan  
 University of Missouri  
 University of Southern California - Annenberg School  
 University of Toronto  
 University of Twente (Netherlands)  
 Vanderbilt University  
 Virginia Polytechnic Institute  
 Washington State University  
 Western Michigan University  
 The Wharton School  
 Wilfred Laurier University  
 York University

selected  
 conference  
 papers and  
 presentations:

Daft, R. L. & Marcic, D. 2015. How to use deliberate practice exercises to improve student leadership skills. Organizational Behavior Teaching Conference, June

18-20, University of La Verne, California.

Daft, R. L. and Marcic, D. 2014. Create a Classroom Peak Experience: How to Start with a Challenge Exercise and End with a Written Takeaway. Organizational Behavior Teaching Conference, June 11-13, 2014, Vanderbilt University.

“The history and role of the Organization Science journal: exploration or exploitation,” (with Arie Lewin) Organization Science Winter Conference, February 4-7, 2004.

“Designing Organizations and Transforming Organizational Cultures for Creating World Class Organizations,” Conference on Leading and Managing Human Resources from a Strategic Perspective: Focus on the Service Sector in India, Sri Sathya Sai Institute of Higher Learning, Puttaparthi, India, 2003.

“Using the Fusion Approach to Integrate Diverse Corporate Cultures into One,” Conference on International Corporate Restructuring, Seoul, Korea, June 1998.

“Electronic Technologies in Teaching Organization Theory,” panel presentation, Academy of Management Meetings, August 1998.

“Organizational Innovation: Is our Understanding Progressing? Is it contributing to Practice? Discussant, Academy of Management Meetings, August 1998.

“Undertaking Research for Academic Publication,” British Academy of Management, September 1993.

“The Impact of New Technologies on the Management of Multinational Firms,” Third International Conference on Comparative Management, Koohsuing, Taiwan, ROC, June 3-5, 1990.

“Equivocal Decision Making Under Conditions of High Technology,” Second International Conference on High Technology, Boulder, Colo., January 1990. (with Karl Weick).

“The Use of Low and High Rich Information in Developing and Implementing Competitive Business Strategy.” Academy of Management, August 1989.

“Designing Organizations for Environmental Scanning and Interpretation,” Academy of Management Meetings, August 1987.

“Reasons for Media Choice: A Symbolic Interactionist Perspective,” Academy of Management Meetings, August 1987.

“Why Strategic Management is on a Fast Track to Nowhere,” Academy of Management Meetings, Chicago, Ill., August 1986.

“Environmental Uncertainty and Chief Executive Scanning,” Academy of Management Meetings, San Diego, CA, August 1985 (with Juhani Sormunen).

“Measuring and Evaluating Large Scale Organizational Phenomena,” Southwest

Academy of Management Meetings, Dallas, TX, March 1985.

- “Publishing Qualitative Research in the Organizational Sciences," invited speech to Organization Cultures group, American Anthropological Association, Organizational Cultures Division, November 16, 1984.
- “Richness Match: A Contingency Model of Managerial Information Source Preferences," paper presented at Academy of Management Meetings, Boston, MA, August 14, 1984, (with Robert Lengel).
- “The Craft of Organizational Research: Controversies and Clarifications," invited speech to the Organization Theory Interest Group, American Education Research Association Meetings, New Orleans, LA, April 23, 1984.
- “How to Mix Qualitative and Quantitative Designs During a Research Project," presented at the Academy of Management Meetings, Dallas, TX, August 14-16, 1983.
- “The Process of Failure in Organizational Innovation," presented at Academy of Management Meetings, Dallas, TX, August 14-16, 1983.
- “Innovations in Methodology: Report from the Greensboro Conference," Chairperson and presenter, Academy of Management Meetings, San Diego, CA, August 3, 1981.
- “The Design of Management Control Systems," paper presented at Academy of Management Meetings, San Diego, CA, August 3, 1981 (with Becky Baysinger and Norman Macintosh).
- “Unlearning the Research Process as Taught in Ph.D. Programs," paper presented at Academy of Management Meetings, Detroit, MI. August 10-13, 1980.
- “Language and Symbolism: A New Frontier in Organization Theory," Seminar Co-Chairperson and Discussant, Academy of Management Meetings, Atlanta, GA, August 8-11, 1979.
- “The Structural Effect of Technology on Accounting Design," paper presented at American Accounting Association Meetings, August 23, 1978.
- “Organization Technology and Information System Structure: An Empirical Test," paper presented at the XXIH International Meetings of the Institute of Management Sciences, Athens, Greece, July 24-27, 1977 (with Norman Macintosh).
- “Organization Structure and Environment: A Theory and Longitudinal Test," paper presented at the Academy of Management Meetings, Kissimmee, FL, August 14-17, 1977 (with Selwyn Becker).
- “A New Direction for Behavioral Accounting," paper presented at The Canadian Association of Administrative Sciences Meetings, Fredericton, N.B., June 6-7, 1977 (with Norman Macintosh). Selected as best paper by the Canadian Accounting Association.
- “Organization Size and the Administrative Ratio: An Empirical Test of Some Measurement Issues," paper presented at the American Sociological Association Meetings, August 30-September 3, 1976.

"Preparing for Management Careers: Propensity to Communicate and Academic Performance," paper presented at the Canadian Association of Administrative Sciences Meetings, Quebec City, Quebec, June 4-5, 1976.

"The Flow of New Ideas in Organizations: Trickle Up or Trickle Down?" paper presented at the Canadian Association of Administration Sciences Meetings, Edmonton, Alberta, June 2-3, 1975.

technical reports:

"A Field Study of Air Force Organization Structures," Leadership and Management Development Center, Air University, Maxwell Air Force Base, AL, 1994 (with Edward Conlon, Jeffrey Austin and Lawrence Short).

"Management Control Systems and Organizational Context," Report to Society of Management Accountants and National Association of Accountants, Kingston, Ontario, 1980 (with Norman Macintosh).

"Research and Development in the Transportation Industry: A Case Study of Canadian National," Kingston, Ontario: Canadian Institute of Guided Ground Transport, 1975.

Doctoral  
Dissertation  
Chair:

"Interpretive Stance and Performance in Inchoate Industries,"  
Anand Narashimhan, 1997

"Decoupling Organizational Ethics: An Institutional Theory Analysis of Inter-Departmental Differences," Tom Agnew, 1997

"Shaping Reality Through Organizational Communications: Symbolic and Agency Interpretations of Stakeholder Management," Gail Russ, 1989

"White Water, Still Water: Strategy Making Processes for Navigating a Changing Domain," Victoria Buenger, 1989.

"Determinants of Client Control Mechanisms in Service Organizations," Kristen Skivington, 1987.

"Business Level Strategy, Competitive Forces, and Performance: An Empirical Study of Mid-Sized Manufacturing Firms," Don Parks, 1988.

"Implementation of Low Cost and Differentiation Strategies in Three Industries," James Skivington, 1985.

"Managerial Information Processing and Media Selection Behavior," Robert Lengel, 1983.

Other Professional  
Activities:

Presenter at New Faculty Workshop, Academy of Management Meeting, August. 1988

Presenter at Doctoral Student Consortium, Academy of Management Meetings, August 1987.

Presenter at New Faculty Workshop, Academy of Management Meetings, August 1985.

Participant in Innovations in Methodology conference, as member of team (with John Campbell and Chuck Hulin) investigating Innovative Ways to Ask Research Questions. (Sponsored by ONR and NEE, Richard Hackman, Principal Investigator.)

Review manuscripts and proposals for *Academy of Management Review*, *Academy of Management Journal*, *Social Forces*, *Human Relations*, *Management Science*, *Sociological Focus*, *Journal of Management*, National Science Foundation, Canada Council, and several publishers.

Advisory board for organizational behavior-industrial relations monograph series by JAI Press.

Leadership Development or  
Change Interventions for:

Aegis Technologies  
American Banking Association  
Autozone  
Bell Canada  
Bridgeston/Firestone  
Bristol-Myers Squibb  
Canada National Railway  
Canadian Bankers Association  
Central Parking System  
Creole Production Services, Houston  
Department of Industry, Trade and Commerce  
Digital Equipment Corporation  
Entergy Sales and Service, Inc.  
Executive Programs, Queen's School of Business  
Executive Programs, Texas A&M University  
Executive Programs, Vanderbilt University  
Fireco Inc., Toronto  
First American National Bank  
Ford Motor Company  
Gambro Healthcare  
Hugh Russel Inc., Toronto  
J. C. Bradford & Co.  
Jacoby & Meyers Law Offices  
Lexington County Hospital  
Ministry of Agriculture, Dominican Republic  
Mississippi State University  
NL Baroid, Houston  
Northern Telecom  
Oak Ridge National Laboratories  
Paragould Utilities  
Performance Food Group  
Pratt and Whitney  
San Antonio Housing Authority  
Scott and White Clinic and Hospital, Texas  
Society of Management Accountants  
State Farm  
Tenneco  
Tennessee Emergency Medical Pediatric Service  
Tennessee Valley Authority  
Texas State Educational Service Center

Transportation Research Board (National Science Foundation)  
 United States Air Force  
 United States Army  
 University of Illinois  
 USAA  
 Vancouver Regional Transportation Authority  
 Vanderbilt Enrollment Management  
 Vanderbilt Medical Group  
 Vanderbilt University Medical Center

Courses Taught:

Change Management  
 Leadership  
 Organization Theory and Design  
 Seminar in Organization Theory  
 Business Policy  
 Organizational Behavior  
 Interpersonal Communication

Course  
 Development:

Created a Leadership and Change course for Owen EMBA's  
 Initiated and developed revised curriculum for required human behavior courses  
 for undergraduates  
 Initiated and developed Leadership and Change course for EMBA's  
 Initiated and developed course on organization structure and design for MBA's  
 Initiated and developed Ph.D. seminar in organization theory  
 Initiated and developed Leadership course for MBA's  
 Initiated and developed Change Management Course for MBA's

Administrative:

Executive Development Institute Faculty Director, 2006-2008.  
 Business Policy and Strategy Area Coordinator, 1983-85  
 OB/Personnel Area Coordinator, 1981-83  
 Ph.D. Committee  
 Research Committee  
 Task Force to Redesign MBA Program  
 Task Force to Redesign EMBA Program

Search Committees for Department Head, Endowed Professorships and  
Chairs, Dean