

DEPARTMENT OF MANAGEMENT AND ENTREPRENEURSHIP

ANNUAL REPORT

2006 – 2007

Departmental Vision

Our graduates successfully compete as enlightened, ethical business leaders in the changing, global marketplace. We serve our region and our community by providing intellectual and skill-based resources for innovation and for leading entrepreneurial change.

Departmental Values

Our graduates and constituents are successful because our programs and courses are based upon the following values (or principles):

:

- The scholarship of teaching
- Research that strengthens our teaching
- Clarity of thought, speech and writing
- Effective problem solving
- Learning as a lifetime endeavor
- An individual's responsibility to address the needs of society
- Collaboration
- Leadership
- Ethics that empower people
- Commitment to the aims of diversity in all its forms

Our commitment to these values (or principles) should be clearly evident to students, colleagues, The School of business and Economics, The College of Charleston and the Charleston community.

DEPARTMENTAL ACCOMPLISHMENTS

Faculty Changes

We hired three new faculty members to fill positions in Entrepreneurship (2) and Leadership (1).

New Programs

The Department won approval for a new concentration in Entrepreneurship and for several new courses in Entrepreneurship including: Principles of Entrepreneurship; new Venture Planning; Small business Management; and Not-for-Profit Entrepreneurship. We also won approval for new management courses: Minority Entrepreneurship, and psychology of Entrepreneurship. We reactivated an course that has not been taught in a few years – Managing Quality

We initiated the planning for a new concentration in Operations Management and initiated the approval process for two new courses related to that concentration: Project Management, and Operations Supervision and Leadership.

Other Advancements

We have enhanced the department's faculty qualifications. In the Fall of 07, 79% of our courses will be taught by academically qualified faculty. The remainder of the courses will be taught by professionally qualified faculty. We have reduced our reliance on Adjunct Faculty dramatically.

Our recruiting efforts met with great success. Department members are excited about bringing on Carrie Blair in the OB area and Dr.'s Amy Davis and David DesPlaces in the Entrepreneurship area.

FACULTY PRODUCTIVITY AND ACCOMPLISHMENTS FOR 2005 – 2006

Scholarship: Our faculty were quite productive during the year. They produced 6 peer reviewed articles, 1 book, and 12 peer reviewed presentation papers. They also were awarded grants that are valued at approximately \$400,000. See below for details.

Articles in Refereed Journals

Blockson, Laquita C.

Robinson, J. A., Blockson, L. C., and Robinson, S. L. 2007. Exploring stratification and entrepreneurship: African American women entrepreneurs redefine success in growth

ventures. *The Annals of the American Academy of Political and Social Science*. In press.

Blockson, L. C., Robinson, J. A., Robinson, S. L. 2007 Alleviating poverty through business ownership: Personal and professional success experienced by African American women entrepreneurs. *Journal of the Center for Research on African American Women*, Vol 2, No. 1, pp. 26 – 33.

Clarkin, John E.

Clarkin, J. E. 2007. Overseas expansion activities of North American franchises. *International Journal of Entrepreneurship and Small Business*. Vol 4, No. 1, pp. 4 – 16.

Clarkin, J. E., Hasbrouck, R. B. 2007. The Franchise 500 as a research tool. *Journal of Small Business and Enterprise Development*. V. 14, No. 1, pp. 144 – 157.

Clarkin, J. E. 2007. Changing channels : An examination of ownership change in franchise firms. *Journal of Marketing Channels*. In press.

Dehler, Gordon E.

Dehler, G.E. 2006. Using action research to connect practice to learning : A course project for working management students. *Journal of Management Education*. Vol. 30, No. 5, pp. 636 – 669.

Gavidia, Jose

Gavidia, J. V., Martinez, J. L. 2007. Dos alternativas de organizacion de la cadena de suministros con una orientacion al Mercado: Benetton frente a Inditex. *Revista de Empresa*. V 19, 48 – 57.

Gavidia, J. V. 2006. Empirical determination of small business size standards. *Review of Business Research*. V 4., Issue 3, pp 44 – 50.

Gonsalves, Gerry

Changchit, C., Cutshall, R., and Gonsalves, G. Designing and electronic commerce course: An effort to balance between theory and practice. *Information Systems Education Journal*, V 4, No. 8, pp3 – 7. Oct. 2006.

Bing Pan, Hembrooke, H. Gay, G. and Gonsalves, G. Bridging the gap: A conceptual model of digital libraries. *Journal of Digital Information*, V 7, No. 2, 2006.

Hodges, Harland

Hodges, H.E. & Kent, T. W. 'Impact of planning and control sophistication in small business.' Journal of Small Business Strategy. Fall/Winter 2006/2007. V17, No. 2, pp. 75 – 88.

Kent, Thomas

Hodges, H.E. & Kent, T. W. 'Impact of planning and control sophistication in small business.' Journal of Small Business Strategy. Fall/Winter 2006/2007. V17, No. 2, pp. 75 – 88.

Kent, T. W. 'A process for identifying the skills needed for operating in a self-directed team in a manufacturing setting.' Team Performance Management. 2006. Vol. 12, Nos 7/8, pp. 258 – 271.

Kent, T. W. 'Leadership and Emotions in Health Care Management.' Journal of Health Organization and Management. 2006, Vol. 20, 1, pp. 49 – 66.

External Funding

Clarkin, John E.

Panel Study of Entrepreneurial Dynamics Research. Sponsored by Ewing Marion Kauffman Foundation. Awarded \$25,000.

Rudd, Howard

Entrepreneurial Leadership Research, Practice, and Skills Development: An analysis of essential factors or competencies in EL course design.

Shaver, Kelly

Kauffman foundation, A Multi-Year program To Enhance PSED Dissemination Efforts. Co-Principal Investigator with Gartner, W. B. Funded.

National Science Foundation, Innovative management for the Knowledge Economy, a proposal to the Partnerships for Innovation . Declined

National Science Foundation, Social cognition and entrepreneurial innovation. Pending at the Innovation and Organizational Change program.

Books Published and Chapters in Books

Dehler, Gordon E.

Welsh, M. A., Dehler, G. E. & Murray, D. L. In press. Learning about and through experience: Understanding the power of experience-based education. In M. Reynolds & R. Vince (Eds.), *Experiential Learning and Management Education*. Cambridge U. Press.

Kent, Thomas W.

Kent, T. W. Appreciative Inquiry. In *Encyclopedia of Public Administration and Public Policy* 2nd Ed. Susan Lee, Ed. New York: Taylor & Francis Publishers, In Press.

Kent, T. W. Leadership. In *Encyclopedia of Public Administration and Public Policy* 2nd Ed. Susan Lee, Ed. New York: Taylor & Francis Publishers, In Press.

Shaver, Kelly

Shaver, K. G. 2007. C2D2: Psychological methods in entrepreneurship research. In J. R. Baum, m. Frese, & R. A. Baron (Eds.), *The psychology of entrepreneurship*. Mahwah, NJ: Lawrence Erlbaum Associates.

Invited or Refereed Papers Presented

Blockson, Laquita C.

Blockson, L. C., Robinson, J. A, Combs, G. M., & Jett, Q. Hurricane Katrina: Racial implications of organizational precursors, responses, and lessons learned. Inaugural Symposium on Race and society. Charlottesville, VA. Nov. 2006,

Blockson, L. C., Robinson, J. A., Combs, G. M., & Jett, Q. Hurricane Katrina and the public concern: Organizational precursors, responses, and lessons learned. *Academy of Management*. August 2006.

Logsdon, J., Murrell, A., Ferdman, B., & Blockson, L. C. Contributions of Dr. martin Luther King, Jr. to management scholarship and practice. *Academy of Management meeting*, Atlanta, GA. August, 2006

Blockson, L. C., Robinson, S. L., & Sequeira, J. M. The role of African women-led businesses in the 21st century Sub-Saharan African development: A comparative country analysis of ventures led by black African women and black women of the African Diaspora. *International Academy of African Business and Development*. Accra, Ghana. 2006.

Clarkin, John E.

Clarkin, J. E. South Carolina investor network capital forum. InnoVenture 2007. Greenville, SC. March 2007.

Clarkin, J. E. Defining entrepreneurship. South Carolina Association for Higher Continuing Education. Greenville, SC. Nov. 2006.

Clarkin, J. E., and Shaver, K. Social entrepreneurs: Who they are may be the right question. 2nd Annual PSED Conference. Nov. 2006.

Clarkin, J. E., Moore, D. P., Meyer, G. D., Hoy, F., and Mescon, T. The state of college and university entrepreneurial programs for women. Academy of Management annual meeting. August 2006.

Dehler, Gordon E.

Dehler, G. E. & elrod, L. Critical pedagogy in K-12: Prospects and problematics. Second Making Connections: Educators in Action School Improvement Conference. College of Charleston School of Education. March, 2007

Dehler, G.E. Escaping the Red Ocean: issues in designing a Blue Ocean graduate management program. Organizational Behavior Teaching Conference. Nazareth College of Rochester. June, 2006.

Dehler, G. Growing students into critical beings: connecting critical pedagogy to critical action. National Academy of Management annual meeting, Atlanta, GA. August, 2006

Gavidia, Jose

Polito, T, Gavidia, J. V. An analysis of world-wide business school research productivity in production and operations management. Presented at the Allied Academies International Conference. Jacksonville, FL. April 12 – 14

Gavidia, J. V. Empirical determination of small business size standards. Presented at the Annual Conference of the International Academy of Business and Economics. Las Vega, NV, Oct. 15 – 18.

Hodges, Harland

Considerations for Introductory Statistics: Bridging the gap from calculations to interpretation using Excel worksheets – Visual Interactive Statistical Analysis (VISA). Academic business World Conference. May 2006.

Kent, Thomas W.

Ettinger, E., Van Dick, R., Kent, T., Lehner, J. The Meaning of Financial Consultants` Commitment . Proceedings of the Academy of Management. Phila., PA. Aug. 07.

Kent, T. W. Using Immersion Learning and Learning Logs to Enhance Learning in a Class on Organization Behavior. Charleston Connections Conference. Charleston, SC. May 2007.

Kent, T. W., Quesada, G. and Gonzalez, M. E. Leader Behavior: An international comparison. Proceedings of the 37th Annual Meeting of the Decision Sciences Institute. San Antonio, TX. Nov., 2006, pp. 25471 – 25476.

Kent, T. W. Immersion Learning in a Class on Multi-Cultural Organizational Behavior. Proceedings of the 127th Annual Meeting of the Conference on Teaching and Learning in Higher Education. Jacksonville, FL, April, 2007.

Mueller, James

Implementing the ECTS in Macedonian Higher Education. Presented and won research award at IABPAD Conference.

Rudd, Howard

Relationship Marketing, Partnership Building, and Risk management as Critical Success Factors in the Development of a Franchise Research Center in a Liberal Arts University. Presented at the Association of marketing Theory and Practice 2007 annual meeting.

Shaver, Kelly

Clarkin, J. E., & Shaver, K. G. 2006. social entrepreneurs: Who they are might be the right question. 2nd annual PSED conference, Greenville, SC.

Other (Academic Consulting, etc.)

Blockson, Laquita, C.

Invited speaker: E. M. Kauffman Research conference on Entrepreneurship among Minorities and Women. Chapel Hill, NC. June, 2006.

Invited speaker: South Carolina Association of community Development Corporation`s housing and Urban Development Summit. Charleston, SC. September, 2006.

Invited speaker: Research Forum, Center for Research on African American Women. Wash., D.C. March, 2007.

Clarkin, John E.

Invited manuscript reviewer: "Open Channels: The influence of knowledge sharing and communication choice of franchise goal congruence," *International Small Business Journal*.

Invited manuscript reviewer: "Buying into buying groups: is it good for the family firm?" *International Entrepreneurship Management Journal*.

Invited Lecturer: Rudd, H. F. Jr. and Clarkin, J. E. 2007 annual meeting of the Association of Marketing Theory and Practice. "Relationship marketing, partnership building, and risk management as critical success factors in the development of a franchise research center in a liberal arts university." Panama city, FL. March, 2007

Dehler, Gordon E.

Dehler, G.E., Raelin, J. & Vince, R. Explorations in action research: Can AR be 'critical'? Professional Development Workshop, Academy of Management annual meeting, Atlanta, GA. August, 2006.

Beatty, J., Leigh, J., Dehler, G.E., & others. Comparing management education journals: AMLE, JME, and ML. Participant in workshop. Academy of Management annual meeting, Atlanta, GA. August, 2006.

Cowan, D.A., Young, J.E., Dehler, G.E. & others. Management, spirituality and religion doctoral and junior faculty consortium. Panelist, Academy of Management annual meeting, Atlanta, GA. August, 2006.

Gavidia, Jose

Gavidia, J. V. and Martinez, J. L. 2006. *Diccionario para Ejecutivos: Insourcing*. ABC, Feb. 12, 2006

Martinez, J. L. and Gavidia, j. V. 2006. Operacoes: O insourcing substituirá o outsourcing: *HSM Management*, V. 57, July-August, p 12.

Gonsalves, Gerry

Reviewer for "Introduction to Information Systems." Future 14th edition by James O'Brien and George Marakas.

Hodges, Harland

Completed development of VISA II (Visual Interactive Statistics Analysis)

Rudd, Howard

Book review of “Organizational Behavior” by Kreitner and Kinicki for McGraw Hill Irwin.

Shaver, Kelly

Keynote Address. Gateway Conference 2007 on Campus-wide Entrepreneurship Initiatives. April, 2007.

Research workshop. PSED 101. Research workshop for doctoral students and faculty interested in the Panel Study of Entrepreneurial Dynamics.

Research workshop. Research design and methods workshop – Facilitator. Research design and methods workshop. Academy of Management meeting, Atlanta, GA.

Teaching workshop. Award-winning entrepreneurship professors share knowledge and wisdom about teaching entrepreneurship. Academy of Management meeting, Atlanta, GA.

Invited lecture. Universite Laval. Secrets of the PSED.

Editorial Work

Dehler, Gordon, E.

Journal Editor: Associate Editor of the international journal of Management Learning. Managed 25 submissions and resubmissions.

Reviewed 2 manuscripts for Journal of Management Education

Reviewed 3 manuscripts for the Journal of Management Spirituality and Religion.

Reviewed manuscripts for Vol 5 of New Visions of Graduate management Education. Wankel & DeFillippi, Eds.

Reviewed 1 manuscript for Academy of Management Learning & Education

Reviewed 2 manuscripts for Action Research journal.

Teaching

Our student evaluations continue to be high. Many faculty members are described in student evaluations as the “best teachers at the College.” Faculty who were not rated well in past years have improved their evaluations noticeably.

Clarkin, John

Introduced innovations in each of his classes: New Venture Finance; Seminar in Entrepreneurship (2); and Not-for-Profit Entrepreneurship. He participated in the National Foundation for Teaching Entrepreneurship and in YESCarolina.

Gavidia, Jose

In his International Business course, he introduced a section on international business ethics. He used a number of external speakers with international experience in his Global Operations and Technology Management course.

Gonsalves, Gerald

He attended a seminar at the University of Georgia on teaching in higher education. His teaching evaluations this year improved dramatically.

Hansen, David

Implemented a number of group projects and exercises in his courses to make them more interactive.

Hodges, Harland

Completed the development of his VISA II statistical package and used it in his DSCI 232 courses.

Rudd, Howard

Developed a new course with Bob Brinson called Entrepreneurial Leadership. Heavily recruited new students into the Leadership Concentration. Founded and gained funding for the Al Lifton Leadership Award for students in the Leadership Concentration.

Teaching Loads

See the attached sheets for teaching loads for each faculty member

Service – All faculty members serve as Faculty Advisors

Blockson, Laquita

- Participated in candidate searches for Entrepreneurial and OB faculty
- Served on SOBE Assessment Committee
- Completed three-year term of the Academy of Management's Social Issues in Management division's governance committee
- Served on Academy of Management's Mentoring Committee
- Served as a manuscript reviewer for 3 conferences and for the Business and Society journal.

Clarkin, John

- Served as Committee member for the College's Strategic Diversity management Council
- Committee Member for the College's Classroom Management System Committee
- Advisor for the Students in Free Enterprise (SIFE)

Dehler, Gordon

- Member of C of C Faculty Development Committee steering committee
- Member of Vendor Code of Conduct Committee
- Member of Board of Advisors of University of Maryland University College and the Doctor of management Program
- Serves as informal internal faculty editor for fellow faculty members

Gavidia, Jose

- Member of College of Charleston's Academic Planning Committee
- Member, School of Business and Economics Curriculum Committee
- Member, School of Business and Economics Integrated Core Curriculum Committee

Gonsalves, Gerald

- Chair, Faculty Curriculum Committee for the College of Charleston
- Departmental Senator
- Member, Faculty Development Committee, School of Business and Economics
- Library Liaison from M & E Department
- Member, Honors Program Task Force, School of Business and Economics
- Served on departmental search committees

Hansen, David

- Served on the committee to develop the entrepreneurship concentration
- Developed the concept for “Tuesday’s at Tate”
- Served on Entrepreneurship Search Committee
- Participated in College of Charleston Campus Recycling Committee
- Served as consultant to students from across campus on entrepreneurial ideas.

Hodges, Harland

- Served on departmental Marketing Committee
- Entrepreneurship Search Committee Member
- Served on Low Country manufacturers Council
- Presented at MUSC Leadership Workshop

Kent, Thomas

- Recruited and hired four faculty members and two Administrative Staff members
- Reviewed four papers for OB Division of Academy of Management Conference
- Served on Doctoral Committee for Fraulein Elfi Ettinger
- Developed proposal for Operations Concentration and two new courses
- Resolved errors at Senate regarding Leadership Concentration and saw changes through the Senate for final approval.

Rudd, Howard

- Member, First Year Seminar Committee
- Co-Directed “Western Europe” study abroad program
- Co-Coordinator of department’s Leadership Program
- Member, College of Charleston’s Task Force on Communication Across Curriculum
- Member, European Studies Program Advisory Committee
- Serve as Mentor to Departmental faculty members
- Served on Search Committees for Entrepreneurship and OB faculty members
- Recruits VIPs for School of Business and Departmental functions

Shaver, Kelly

- Developed procedures for review of Economic Partnership Initiative Faculty Research Program.
- Originated and developed review procedures for the College of Charleston’s Best Reviewer Award presented at the Academy of Management
- Served on ad hoc committee of faculty members to advise on upgrades to the Faculty Activity Survey
- Chaired Search Committee for Entrepreneurship positions.

- Wrote Entrepreneurship Concentration proposal and supervised it's approval through the Senate
- Organized internal competition to select the undergraduate team to be submitted for consideration in the Colorado State Venture Adventure, and coached a business team through the competition
- Invited national and international speakers to campus including Per Davidson, William Dennis, Connie Marie Gaglio, mark Weaver, and Gus Whalen.
- Performed class visit for Dr. Gordon Dehler
- Served as the College's representative to the Oak Ridge Associated universities annual meeting.