

ROBERT C. HOELL, PH.D., SPHR
Associate Professor of Management and Chair, Department of Management

College of Business Administration
Georgia Southern University
P. O. Box 8151
Statesboro, GA 30460-8151
(912) 478-5161

Electronic Mail: RHOELL @ GeorgiaSouthern.Edu

Education:

Ph. D.	Virginia Polytechnic Institute and State University. Pamplin College of Business. Blacksburg, VA 24061-0233	Major: Industrial Relations Minor: International Studies Degree Received December, 1998
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Dissertation: "Determinants of Union Member Attitudes Towards Employee Involvement Programs".

M.S.B.A.	Virginia Polytechnic Institute and State University. Pamplin College of Business. Blacksburg, VA 24061-0233	Major: Human Resource Management and Labor Relations Degree Received June, 1993
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Thesis: "Factors Inhibiting the Unionization of the Virginia Governmental Employees Association".

B.A.	Virginia Polytechnic Institute and State University. College of Arts and Sciences. Department of English Blacksburg, VA 24061	Major: English Minor: Technical Theatre Production Degree Received December, 1985
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Current Position:

Tenured Associate Professor of Management at Georgia Southern University and Chair, Department of Management.

Administrative Experience:

Department Head, July 2014 to Present. I am currently the Department Chair of the Management department in the College of Business. There are currently 14 faculty and staff and approximately 900 majors in the department. We offer a BBA in Management with 3 emphases: Entrepreneurship and Innovation, Hospitality, and Human Resource Management. There is also a general management degree without emphasis. This is a new department in the college, having been spun off from the Logistics and Operations group. I have led the department through a comprehensive review and a re-organization of our assessment processes. I am responsible for class scheduling, payroll, promotion and tenure decisions, faculty development, and all other departmental operations. Budget control, alumni relations, and fundraising are also essential elements of the position. In addition, I teach a specialty HRM course each semester (HRIS in the Fall and Labor Relations in the Spring).

Department Head, June 2012 through January 2013. I was the interim department head of the Construction Management department at Georgia Southern University for 6 months. The department was moved to the College of Business, and I was tasked with running the department and helping the faculty, staff and students convert to COB policies and organizational culture. There were 9 faculty members, 1 staff member, and approximately 250 majors in the department. I also was responsible for a budget of almost \$400,000, including state funding, foundation accounts, and student fees. I scheduled classes, conducted the Annual Student Awards dinner, conducted faculty annual evaluations, and cleaned and reorganized the steel laboratory. During my time in the department, I was able to start a relationship with the graduate program at Georgia Tech, raise almost \$10,000 from the young alumni group, begin a study of our assessment goals and procedures, and was able to initiate repairs and upgrades to the building and to the computer labs. While achieving such goals I was also responsible for teaching my standard 3 course load in the department of Management, as the need for a department head was sudden, and there was no way to re-staff my assigned courses. In January of 2013 the department was moved to the new College of Engineering and Information Technology, and I returned to my regular faculty position.

Publications:

Stewart, S.A. and Hoell, R.C. (2016) Hire someone like me, or hire someone I need: Entrepreneur identity and early-stage hiring in small firms. Journal of Small Business and Entrepreneurship, Volume 28, Issue 3, pg 187-201.

Stuart Crispin, Andrew McAuley, Mark Dibben, Robert Hoell and Morgan P. Miles, (2013). To Teach or Try: A Continuum of Approaches to Entrepreneurship Education in Australasia. American Journal of Entrepreneurship, Volume 6, Issue 2, pg. 94-109.

Robert C. Hoell, Alyssa Oravec, Jacqueline F. Hoell, and Sarah Greenhalgh. (2012). An Analysis of Human Resource Information Systems Courses in Accredited Schools of Business. International Journal of Information and Operations Management Education, Volume 5, No. 1, pg. 7-23.

Feruzan Irani, and Robert C. Hoell (September 2011). Understanding And Quantifying The Impact Of Freeman And Medoff's "What Do Unions Do?" A Quarter Of A Century Later. Journal of Business & Economics Research, Volume 9, No. 9, pg. 13-27.

Thomas L. Case, and Robert C. Hoell (July 2008). Electronic Employee Performance Management (EPM) Systems. Encyclopedia of Human Resources Information Systems: Challenges in e-HRM, Idea Group, Inc., publisher. Pg. 307-313.

J.L. Kaplan, R.C. Hoell, A.B. Marr, S. Weintraub, J.P. O'Leary, and J.P. Hunt, (December 2007). Results from a Survey of Medical Residents' Attitudes about Unions. Labor Studies Journal. Volume 32, No. 4, pg. 411-429.

Robert C. Hoell, Janet Moss, Thomas L. Case (2007). Psychological Decision Models and Information Systems Purchases: The Case of Human Resource Information Systems Decisions. Palmetto Review, Vol. 10, pg 25 – 33.

William J. Jones, and Robert C. Hoell (Fall, 2005). Human Resource Information System Courses: What's Being Done And What Should Be? Journal of Information Systems Education. Volume 16, number 3.

Robert C. Hoell, (Winter, 2004). The Effect of Interpersonal Trust and Participativeness on Union Member Commitment. The Journal of Business and Psychology. Volume 19, number 2, pg 161-177.

Robert C. Hoell, (Spring, 2004). How Employee Involvement Affects Union Commitment. Journal of Labor Research. Volume 25, Issue 2, pg 267 - 277.

Robert C. Hoell and Gordon O. Henry (2003). The Relevancy of Graduate Curriculum to Human Resources Professionals' Electronic Communication". Journal of Education for Business, Volume 78, Number 6, July/August 2003, pg 329-334.

Robert C. Hoell and Thomas Vonk. (Spring, 2000). Managing Global Business: Paradox and Opportunity in Human Resources. International HR Journal, Volume 9, Number 1, pg. 13-20.

Other Publications:

Hoell, Robert C. (January 12, 2009). The Book Review: The 4-Hour Workweek: Escape 9-5, live anywhere, and join the new rich. The Business Report & Journal.

Hoell, Robert C. (Winter 2006). Book Review: A Strike Like No Other Strike. The Journal of Labor Research. Vol. 27, Iss. 1; pg. 125.

Hoell, Robert C. (March 14-20, 2005). Military Leave and Reemployment Rights. The Business Report & Journal, Volume 7, Issue 43, Pg. 17, 19.

Hoell, Robert C. (November 8-14, 2004). Discipline Systems. The Business Report & Journal, Volume 7, Issue 26, Pg. 18.

Hoell, Robert C. (September 13-19, 2004). Motivation and Rewards. The Business Report & Journal, Volume 7, Issue 18, Pg. 18, 21.

Hoell, Robert C. (June 28-July 4, 2004). The Book Review: The Southwest Airlines Way. The Business Report & Journal, Volume 7, Issue 8, Pg. 22.

Hoell, Robert C. (April 26-May 2, 2004). Selection. The Business Report & Journal, Volume 6, Issue 49, Pg. 20.

Hoell, Robert C. (April 19-25, 2004). Recruitment. The Business Report & Journal, Volume 6, Issue 48, Pg. 20.

Hoell, Robert C. (February 9-15, 2004). Military Leave and Re-Employment Rights. The Business Report & Journal, Volume 6, Issue 38, Pg. 14.

Proceedings:

Case, Thomas L and Hoell, Robert C. (October 2005). The Design Of A Teaching Case For An Undergraduate Human Resource Information Systems Course. Proceedings of the 26th Annual Southern Industrial Relations and Human Resources Conference.

Pinkston, Susan and Hoell, Robert C. (October 2005). HR Trends For The Low Country: Views Of HR Professionals. Proceedings of the 26th Annual Southern Industrial Relations and Human Resources Conference.

Hoell, Robert C. and Hoell, Jacqueline F. (October, 2004). A Second-Order Factor Analysis of Union Commitment, Interpersonal Trust, and Participativeness. Proceedings of the 25th Annual Southern Industrial Relations and Human Resources Conference.

Kaplan, J.L., Hunt, J.P., O'Leary, J.P. and Hoell, R.C. (February, 2004). Resident Attitudes Toward Residency Unions: A Web Based Survey. Program of the Annual Meeting of the Southeastern Surgical Congress, Pg. 93.

- Hoell, Robert C. (October, 2002). Commitment and Trust Attitudes of Union Leaders. Proceedings of the 23rd Annual Southern Industrial Relations and Human Resources Conference.
- Hoell, Robert C. (January, 2002). The Effect of Interpersonal Trust on Union Member Commitment. Proceedings of the 54th Annual Meeting of the Industrial Relations Research Association.
- Hoell, Robert C. and Henry, Gordon O. (October, 2001). Do We Preach What They Practice? An Analysis of Human Resource Professionals' Electronic Communication. Proceedings of the 22nd Annual Southern Industrial Relations and Human Resources Conference.
- Hoell, Robert C. and Bishop, James W. (2000). Tri-Commitment? Expanding the Concept of Dual Commitment to the Team-Based Workplace. Proceedings of the 21st Annual Southern Industrial Relations and Human Resources Conference, October. 108.
- Hoell, Robert C. and Casino, L. Scott (2000). An Examination of the Pluralistic Nature of Industrial Relations in the Professional Sports Industry. Proceedings of the 52nd Annual Meeting of the Industrial Relations Research Association, January, 305.
- Hoell, Robert C and Casino, L. Scott. (1999). The Paradox of Negotiation in the National Basketball Association: A Discussion of the Effects of Competing Outcomes from Multi-Level Bargaining. Proceedings of the Twentieth Annual Southern Industrial Relations and Human Resources Conference, October.
- Hoell, Robert C. (1998). An Empirical Investigation Of Attitudes Formed By Union Members Towards Employee Involvement Programs. Proceedings of the Nineteenth Annual Southern Industrial Relations And Human Resources Conference, October, 99-101.
- Hoell, Robert C. (1997). Employee Involvement Attitudes Of Union Members. Proceedings of the Eighteenth Annual Southern Industrial Relations And Human Resources Conference, October, 38-40.
- Connerley, Mary L. and Hoell, Robert C. (1997). Perceptions of Privacy Needs in the Workplace: A Cross-Cultural Perspective. Proceedings of the Eastern Academy of Management International Conference, June, 145-149.
- Bishop, James W. and Hoell, Robert C. (1997). Scanlon Plans and Section 8(a)(2) of the NLRA: Productivity in the Balance. Proceedings of the Forty-Ninth Meeting of the Industrial Relations Research Association, January, 387.
- Partridge, Dane M. and Hoell, Robert C. (1996). Do Safety Committees in Non-Union Workplaces Violate the National Labor Relations Act? Proceedings of the Seventeenth Annual Southern Industrial Relations And Human Resource Conference, October, 125-127.
- Hoell, Robert C. (1995). Union Climate and Union Activity: Testing a Conceptual Model. Proceedings of the Forty-Seventh Annual Meeting of the Industrial Relations Research Association, January, 436.
- Hoell, Robert C. and Robinson, Jerald F. (1992). The Virginia Governmental Employees Association: From Association to Union Behavior? Proceedings of the Forty-Fourth Annual Meeting of the Industrial Relations Research Association, 151.

Presentations:

- Stewart, S.A. And Hoell, R, (2015) Hire someone like me, or someone I need? Entrepreneur identity and early stage hiring in small firms." Presented at the 75th Annual meeting of the Academy of Management, Vancouver, British Columbia, Canada

- Case, Thomas L and Hoell, Robert C. (October 2005). The Design Of A Teaching Case For An Undergraduate Human Resource Information Systems Course. Presented at the 26th Annual Southern Industrial Relations and Human Resources Conference.
- Pinkston, Susan and Hoell, Robert C. (October 2005). HR Trends For The Low Country: Views Of HR Professionals. Presented at the 26th Annual Southern Industrial Relations and Human Resources Conference.
- Hoell, Robert C. and Hoell, Jacqueline F. (October, 2004). A Second-Order Factor Analysis of Union Commitment, Interpersonal Trust, and Participativeness. Presented at the 25th Annual Southern Industrial Relations and Human Resources Conference.
- Hoell, Robert C. (April, 2004). The Development Of Scales Appropriate For The Measurement Of Interpersonal Trust And Participation Attitudes Of Union Members. Presentation made to the Faculty of the College of Business Administration and the College of Information Technology, Georgia Southern University, Statesboro, GA.
- Kaplan, J.L., Hunt, J.P., O'Leary, J.P. and Hoell, R.C. (February, 2004). Resident Attitudes Toward Residency Unions: A Web Based Survey. The Annual Meeting of the Southeastern Surgical Congress, Atlanta, GA.
- Hoell, Robert C. and Henry, Gordon O. (November, 2002) Do We Preach What They Profess? An Analysis Of The Fit Between Graduate Level Human Resource Curriculum And The Society For Human Resource Management Body Of Knowledge. Presented at the Third Innovative Teaching in Human Resources and Industrial Relations Conference.
- Hoell, Robert C. (October, 2002). Commitment And Trust Attitudes Of Union Leaders. Presented at the 23rd Annual Southern Industrial Relations and Human Resources Conference.
- Hoell, Robert C. (March 1, 2002). Interpersonal Trust and Union Member Commitment, Results of the Summer Research Grant. Presentation made to the Faculty of the College of Business Administration, Georgia Southern University, Statesboro, GA.
- Hoell, Robert C. (January, 2002). The Effect of Interpersonal Trust on Union Member Commitment. Presented at the 54th Annual Meeting of the Industrial Relations Research Association.
- Hoell, Robert C. and Henry, Gordon O. (October, 2001). Do We Preach What They Practice? An Analysis Of Human Resource Professionals' Electronic Communication. Presented at the 22nd Annual Southern Industrial Relations and Human Resources Conference.
- Hoell, Robert C. and Bishop, James W. (October, 2000). Tri-Commitment? Expanding the Concept of Dual Commitment to the Team-Based Workplace. Presented at the 21st Annual Southern Industrial Relations and Human Resources Conference.
- Hoell, Robert C. and L. Scott Casino. (January, 2000) Understanding the Pluralistic Nature Of Labor Relations In the Professional Sports Industry. Presented at the Fifty-Second Meeting of the Industrial Relations Research Association.
- Hoell, Robert C. (June, 1999). The Trials and Tribulations of a Non-Traditional HRM Graduate Program. Presented at the Second Innovative Teaching in Human Resources and Industrial Relations Conference.
- Hoell, Robert C. (October, 1998). An Empirical Investigation Of Attitudes Formed By Union Members Towards Employee Involvement Programs. Presented at the Nineteenth Annual Southern Industrial Relations And Human Resources Conference.

- Hoell, Robert C. (October, 1997). Employee Involvement Attitudes Of Union Members. Presented at the Eighteenth Annual Southern Industrial Relations And Human Resources Conference.
- Connerley, Mary L. and Hoell, Robert C. (June, 1997). Perceptions of Privacy Needs in the Workplace: A Cross-Cultural Perspective. Presented at the Eastern Academy of Management International Conference, Dublin, Ireland.
- Bishop, James W. and Hoell, Robert C. (January, 1997). Scanlon Plans and Section 8(a)(2) of the NLRA: Productivity in the Balance. Presented at the Forty-Ninth Meeting of the Industrial Relations Research Association.
- Partridge, Dane M. and Robert C. Hoell (October, 1996). Do Safety Committees in Non-Union Workplaces Violate the National Labor Relations Act? Presented at the 17th Annual Southern Industrial Relations & Human Resource Conference.
- Hoell, Robert C. (April, 1996). Experiences as a Bargaining Team Member (Or, What I Did on My Spring Break). Presented to the R. B. Pamplin College of Business, Virginia Polytechnic Institute and State University.
- Hoell, Robert C. (January, 1995). Union Climate and Union Activity: Testing a Conceptual Model. Presented at the Forty-Seventh Annual Meeting of the Industrial Relations Research Association.
- Hoell, Robert C. and Robinson, Jerald F. (January, 1992). The Virginia Governmental Employees Association: From Association to Union Behavior? Presented at the Forty-Fourth Annual Meeting of the Industrial Relations Research Association.

Teaching Experience:

Georgia Southern University

Department of Management and Marketing Undergraduate Courses	
Management and Organizational Behavior (Principles of Management)	(MGNT 3130)
Human Resource Management	(MGNT 3334)
Human Resource Information Systems	(MGNT 4333)
Workplace Legislative Compliance (Employment Law)	(MGNT 4334)
Labor Relations	(MGNT 4335)
Directed Study in Management	(MGNT 4890)
College of Business Administration Courses	
Business Simulation	(BUSA 4112)
Graduate Courses	
The HR Process	(MGNT 7338)
Individual Research	(BUSA 7890)

American University

Master of Science in Personnel and Human Resource Management Program	
Strategic Human Resource Management	(MGMT 671)
Management/Union Relations	(MGMT 686)
Master of Business Administration	
Organizational Behavior and Human Resource Management	(BUAD 609)

Virginia Polytechnic Institute and State University

Department of Management Undergraduate Courses	
Management Theory and Leadership Practice	(MGT 3304)
Organizational Behavior	(MGT 3324)
Human Resource Leadership	(MGT 3334)
Labor Relations	(MGT 3344)

Technical Assistance, Consulting, Training Programs, Speaking Engagements:

Programs delivered for the College of Continuing Education

HR Certificate – HR Development – 6 hours – 10/7/13 & 10/14/13
Leadership Skills for the Front-Line Manager -Improving Employee Morale & Motivation 10/16/13
Leadership Skills for the Front-Line Manager -Improving Communication Skills 10/2/13
HR Certificate – Employee & Labor Relations – 6 hours – 9/27/10 & 10/4/10
HR Certificate – Workforce Planning & Employment – 6 hours – 9/6/10 & 9/13/10
HR Certificate – Employee & Labor Relations – 6 hours – 3/28/10 & 4/5/10
HR Certificate – Employee & Labor Relations – 6 hours – 10/26/09 & 11/2/09
HR Certificate – Employee & Labor Relations – 6 hours – 3/23 & 30/09
HR Certificate – Employee & Labor Relations – 6 hours – 9/15 & 22/08
HR Certificate – Employee & Labor Relations – 6 hours – 10/15 & 22/07
HR Certificate – Risk Management – 3 hours – 10/29/07
Essentials of HR Management – 3 days, 15 hours – 10/25-27/07
Certificate in Professional HR Management – 6 hours -Labor Relations, 10/16&23/06
Essentials of Human Resource Management, 3 day, 15 hour, program, 10/5-7/06
Certificate in Professional HR Management – 6 hours -Labor Relations, 9/23/06
Fundamentals of Human Resource Management, 2 day, 15 hour, program, 10/22-23/04
Fundamentals of Human Resource Management, 2 day, 15 hour, program, Presented at Gulfstream, 10/01/03 and 10/03/03
Fundamentals of Human Resource Management, 3 day, 15 hour, program, 3/6-8/03
Fundamentals of Human Resource Management, 3 day, 15 hour, program, 10/17-20/02
Leadership Skills for the Front-Line Manager -Improving Employee Morale & Motivation 3/24/02

Fundamentals of Human Resource Management, 3 day, 15 hour, program, 3/21-23/02
Leadership Skills for the Front-Line Manager - Improving Employee Morale & Motivation 3/5/02
Leadership Skills for the Front-Line Manager - Improving Employee Morale & Motivation 2/3/02
Leadership Skills for the Front-Line Manager - Leadership Styles 11/14/01
Certificate in Professional HR Management - 1/2 Day - Health, Safety & Security 11/12/01
Certificate in Professional HR Management - 1/2 Day -Labor Relations 11/5/01
Leadership Skills for the Front-Line Manager - Improving Employee Morale & Motivation 10/3/01
Certificate in Professional HR Management - 1/2 Day - Mgt Practices 2 9/17/01
Certificate in Professional HR Management - 1/2 Day - Mgt Practices 1 9/10/01
HR Generalist - Full Day Session 2/24/01
Leadership Skills for the Front-Line Manager - Improving Employee Morale & Motivation 2/7/01

Programs Delivered for the Center for Management Development

Georgia Pacific - Advanced Training Program (Non-Union Mill) 4/26/02
Georgia Pacific - Basic Core Training Program (Leadership Styles) 4/9/02
Georgia Pacific - Basic Core Training Program (Leadership Styles) 9/26/01
Georgia Pacific - Advanced Training Program (Non-Union Mill) 9/12/01
GAF Materials - Supervisor Training Program (Morale and Motivation) 7/3/01

Other Technical Assistance, Consulting, Training Programs, Speaking Engagements

Textbook Reviewer, Prentice Hall, Negotiating Essentials: Theory, Skills, and Practices by Michael R. Carrell and Christina Heavrin, 2010

Textbook Reviewer, McGraw-Hill, Principles of Management, 1st edition, Charles W.L. Hill and Steven L. McShane, 2006

Speaker, New Faculty Orientation, Georgia Southern University, August 13, 2004

Morale and Motivation, Lunchtime Lecture to Hospice of Savannah, July 15, 2003

Session Facilitator, Association of Girl Scout Executive Staff conference, March 28 2003, Savannah Georgia. "Employment and Retention in Today's Legal Climate"

Textbook Reviewer, Pearson Education (Prentice Hall Publishing), Management, by Black and Porter, 1st Edition, Fall 2002.

Keynote Speaker, Savannah Chapter of the Society for Human Resource Management, "Strategic HRM", February 19, 2002.

Motivational Speaker, Bulloch County Board of Realtors Annual Awards Dinner, January 31, 2002.

Keynote Speaker, Magnolia Midlands Chapter of the Society for Human Resource Management, "Human Resource Strategy", Fall, 2000.

American Council on Education Evaluation Team, International Association of Machinists and Aerospace Workers National Training Center Fall, 1997. Served as a member of a College Credit Recommendation Service Review Team. Evaluated educational programs according to established college-level criteria. The team recommended college credit for a variety of courses offered by the IAMAW at the William W. Winpisinger Education and Technology Center at Placid Harbor, Maryland.

Federal Mogul, Inc., and the United Steelworkers of America, AFL-CIO-CLC, Local 1035 Spring, 1996. Served as a member of the Management Team during collective bargaining for the Lititz and Lancaster facilities. Present at pre-negotiation strategy meetings, provided input on Company positions, and aided the Human Resources Staff in preparing economic scenarios. Attended all bargaining sessions as a

managerial bargaining team member, and responsible for keeping notes during bargaining and summarizing factual content during caucuses.

Federal Mogul, Inc. Winter, 1994 and Spring, 1995. Assisted with the review and editing of the Blacksburg facility's Affirmative Action Program. Work concerned the formulation of a current plan in accordance with a legal judgment made concerning previous OFCCP charges.

Federal Mogul, Inc., and the International Association of Machinists and Aerospace Workers, AFL-CIO, Local 2533 Fall, 1993. Served as the notetaker for the Management Team during collective bargaining at the Blacksburg facility. Performed various duties. Due to a non-acceptance of the first contract proposal, returned to the table in the Spring of 1994 to re-negotiate and finalize the currently implemented contract.

Philip Morris, Incorporated Spring, 1993. Wrote an informative paper for Mr. William L. Van Arnam, Director of Personnel Operations, examining the status of employment-at-will in Virginia. Analyzed the current exceptions to the doctrine and provided recommendations for future personnel operations.

Quality Enhancement Seminars, Inc. March 9 - 12, 1993, New Orleans, LA. "Quality, Productivity, and Competitive Position", presented by Dr. W. Edwards Deming. Attended as a Seminar Assistant, aiding in the registration of seminar participants, preparing information packets, monitoring autograph lines, and facilitating evening discussion groups. Attended all seminar sessions, acted as an "emergency runner", and was given proximity seating to Dr. Deming.

Awards, Grants and Scholarships

Winner, 2012, Martin Nesmith Faculty Award for Distinguished Service (COBA)

Superior Merit Award, SHRM Student Chapter Faculty Co-Advisor, 2011-2012

Superior Merit Award, SHRM Student Chapter Faculty Advisor, 2010-2011

Recipient, 2011, Summer Research Grant, Dept. Of Management, Marketing and Logistics, College of Business Administration, with Feruzan Irani, "A Bibliometric Analysis of Industrial and Labor Relations Theory and Research: Understanding Threads, Patterns and Trends".

Winner, 2010, Advisor of the Year, 4th Annual Club Sports Awards Banquet

Winner, 2010, Exceptional Volunteer Award, Savannah Area Chapter of SHRM, for work with the Professional Certification Committee

Winner, 2010, Outstanding Service and Contributions to the Savannah Area Chapter of SHRM, for work as the College Relations Chair

Merit Award, SHRM Student Chapter Faculty Advisor, 2009-2010

Winner, 2009, W.A. & Emma Lou Crider Award for Excellence in Teaching (COBA)

Superior Merit Award, SHRM Student Chapter Faculty Advisor, 2008-2009

Recipient, Faculty Development Committee Grant for Professional Travel, Georgia Southern University Center for Excellence in Teaching, Professional Travel Grant. (February 25, 2009). Awarded \$1375.44 during the 2008-2009 Spring Travel competition. 49 proposals were received and 21 awards were granted (43%). I received the full amount of funding that I requested.

Promoted to Associate Professor, 2008, Georgia Southern University

Merit Award, SHRM Student Chapter Faculty Advisor, 2007-2008

Re-certified as a Senior Professional in Human Resources (SPHR), December, 2007, by the Society for Human Resource Management, the Human Resource Certification Institute.

Granted Tenure, 2006, Georgia Southern University

Superior Merit Award, SHRM Student Chapter Faculty Advisor, 2005-2006

Merit Award, SHRM Student Chapter Faculty Advisor, 2004-2005

Recipient, 2005 Professional Travel Grant, Georgia Southern University, for travel to the annual conference of the International Association for Human Resource Information Management (IHRIM).

Re-certified as a Senior Professional in Human Resources (SPHR), December, 2004, by the Society for Human Resource Management, the Human Resource Certification Institute.

Merit Award, SHRM Student Chapter Faculty Advisor, 2003-2004

Inducted into the honor society of Phi Kappa Phi, April, 2003.

Recipient, College of Business Administration Summer Research Grant, Summer 2003, "The Development of Scales Appropriate for the Measurement of Interpersonal Trust and Participation Attitudes of Union Members"

Superior Merit Award, SHRM Student Chapter Faculty Advisor, 2002-2003

Recipient, 2003 Professional Travel Grant, Georgia Southern University, for travel to the annual conference of the International Association for Human Resource Information Management (IHRIM).

Recipient, 2002-2003 Grant for the Development of Instruction, Georgia Southern University, for development of a new course in Human Resource Information Systems

Superior Merit Award, SHRM Student Chapter Faculty Advisor, 2001-2002

Certified as a Senior Professional in Human Resources (SPHR), December, 2001, by the Society for Human Resource Management, the Human Resource Certification Institute.

Recipient, College of Business Administration Summer Research Grant, Summer 2001, "The Effect of Interpersonal Trust on Union Commitment"

Recipient, The Bank Of America Faculty Award, 2001, College of Business Administration, Georgia Southern University

Recipient, Outstanding Teaching - Full Time Appointment Award, Kogod School of Business, 2000

Recipient, Outstanding Teaching - Full Time Appointment Award, Kogod College of Business Administration, 1999 (Also nominated for the University-level award)

Superior Merit Award, SHRM Student Chapter Faculty Advisor, 1999 (American University chapter ranked 10th out of 350 student chapters)

Software Award Recipient, University Senate Computer Resource Committee, American University, 1998

Jack Hoover Memorial Award for Teaching Excellence, Recipient, 1996

Beta Gamma Sigma Honor Society Initiate, 1996

Lt. Colonel William A. Trice Scholarship, Recipient, 1992-1993, 1993-1994

Graduate Student Assembly, Graduate Research Development Project Grant, Recipient, 1992

VTLS, Inc., Travel Funding Grant, Recipient, 1991

Memberships, Offices Held, and Committees

IHRIM Atlanta, Board Member, Director. International Association for Human Resource Information Management regional chapter. 2015-

Steering Committee Member, IHRIM (the International Association for Human Resource Information Management) Higher Education Partnership Initiative, 2013-2014

Discussant, COBA Educational Outcomes Assessment Committee, Ethics Break-out Group, Assessment Day 2013

Participant and Discussion Leader, Georgia Southern University, Center for Learning and Teaching, Reading Roundtable, discussion of Lee Sheldon's *Multiplayer Classroom: Designing Coursework as a Game* (ISBN 1435458443)

Member-at-large, COBA Governance Committee, 2012-2014

Member, Department of Management Promotion and Tenure Committee, 2012 to 2014

Chair, COBA Governance Committee, 2011-2012

Member, University Senate Elections Committee, 2011-2012

Member, COBA Strategic Planning Council, 2011-2012

Member, COBA Educational Outcomes Assessment Committee, 2010 to 2012. Responsible for COBA Assessment Goals 3 and 4 (Diversity and Ethics), as well as SACS Assessment for the Human Resource Management program, The General Management program, and the Entrepreneurship and Small Business program

Faculty Advisor, Student Chapter of the Society for Human Resource Management, Georgia Southern University, 2001 to present (currently co-advisor)

Junior Dean, Oxford University - Trinity College. Summer 2012. Georgetown University's Comparative Strategic Management Program at Oxford University.

Member, Department of Management, Marketing and Logistics Promotion and Tenure Committee, 2009 to 2012

Member, Department of Management, Marketing and Logistics Hospitality Faculty Search Committee, 2012

Member, Department of Management, Marketing and Logistics, Hospitality Major Curriculum Committee, 2011-2012

Member, Department of Management, Marketing and Logistics, Human Resource Major Curriculum Committee, 2011-2012

Poster Session Chair, Labor and Employee Relations Association (Formerly the Industrial Relations Research Association), 2012

Labor and Employment Relations Association (Formerly the Industrial Relations Research Association) 64th Annual Meeting Program Committee, Ex-Officio, 2012 Meeting

Junior Dean, Oxford University - Trinity College. Summer 2011. Georgetown University's Comparative Strategic Management Program at Oxford University.

Committee Member, 2011, W.A. & Emma Lou Crider Award for Excellence in Teaching Selection Committee

Poster Session Chair, Labor and Employee Relations Association (Formerly the Industrial Relations Research Association), 2011

Labor and Employment Relations Association (Formerly the Industrial Relations Research Association) 63rd Annual Meeting Program Committee, Ex-Officio, 2011 Meeting

Junior Dean, Oxford University - Trinity College. Summer 2010. Georgetown University's Comparative Strategic Management Program at Oxford University.

Chair, 2010, W.A. & Emma Lou Crider Award for Excellence in Teaching Selection Committee

Committee Member, COBA Governance Committee, 2008 to 2011

Faculty Advisor, Women's Volleyball Club, Georgia Southern University, 2007 to 2011

Faculty Advisor, Men's Volleyball Club, Georgia Southern University, 2007 to 2011

Student Liaison Officer, Savannah Society for Human Resource Management, 2001 to 2011

Poster Session Chair, Labor and Employee Relations Association (Formerly the Industrial Relations Research Association), 2010

Labor and Employment Relations Association (Formerly the Industrial Relations Research Association) 62nd Annual Meeting Program Committee, Ex-Officio, 2010 Meeting

Junior Dean, Oxford University - Trinity College. Summer 2009. Georgetown University's Comparative Strategic Management Program at Oxford University.

Poster Session Chair, Labor and Employee Relations Association (Formerly the Industrial Relations Research Association), 2009

Labor and Employment Relations Association (Formerly the Industrial Relations Research Association) 61st Annual Meeting Program Committee, Ex-Officio, 2009 Meeting

Committee member, Certification committee, Savannah Society for Human Resource Management, 2009

Junior Dean, Oxford University - Trinity College. Summer 2008. Georgetown University's Comparative Strategic Management Program at Oxford University.

Poster Session Chair, Labor and Employee Relations Association (Formerly the Industrial Relations Research Association), 2008

Labor and Employment Relations Association (Formerly the Industrial Relations Research Association)
60th Annual Meeting Program Committee, Ex-Officio, 2008 Meeting

Board member, Savannah Society for Human Resource Management, 2007 - 2009

Junior Dean, Oxford University - Trinity College. Summer 2007. Georgetown University's Comparative Strategic Management Program at Oxford University.

Member, Department of Management, Marketing and Logistics, Administrative Secretary Search Committee, 2007

Poster Session Chair, Labor and Employee Relations Association (Formerly the Industrial Relations Research Association), 2007

Labor and Employment Relations Association (Formerly the Industrial Relations Research Association)
59th Annual Meeting Program Committee, Ex-Officio, 2007 Meeting

Junior Dean, Oxford University - Trinity College. Summer 2006. Georgetown University's Comparative Strategic Management Program at Oxford University.

Poster Session Chair, Labor and Employee Relations Association (Formerly the Industrial Relations Research Association), 2006

Member, Department of Management, Marketing and Logistics, Ad Hoc Teaching Committee, 2006

Member, Department of Management, Administrative Secretary Search Committee, 2006

Member, Department of Management, Marketing and Logistics Search Committee, Strategic Management Position, 2006

Junior Dean, Oxford University - Trinity College. Summer 2005. Georgetown University's Comparative Strategic Management Program at Oxford University.

Conference Chair, Southern Industrial Relations and Human Resource Conference, Fall 2005, Savannah

Poster Session Chair, Industrial Relations Research Association, 2005

Core Leadership Area, College Relations Liaison, Savannah SHRM, 2005 and 2006

Labor and Employment Relations Association (Formerly the Industrial Relations Research Association)
58th Annual Meeting Program Committee, Ex-Officio, 2006 Meeting

Industrial Relation Research Association 57th Annual Meeting Program Committee, Ex-Officio, 2005 meeting

Dissertation Committee, Out-of-Program Member, Ricky Tatum, Educational Administration Doctoral Program, 2005

Member, Department of Management, Marketing and Logistics Search Committee, HRM Position, 2004

Member, Department of Management, Marketing and Logistics Search Committee, E/SB Position, 2004-2005

Poster Session Chair, Industrial Relations Research Association, 2004

Labor and Employment Relations Association (Formerly the Industrial Relations Research Association)
58th Annual Meeting Program Committee, Ex-Officio, 2006 Meeting

Industrial Relation Research Association 57th Annual Meeting Program Committee, Ex-Officio, 2005
meeting

Dissertation Committee, Out-of-Program Member, Ricky Tatum, Educational Administration Doctoral
Program, 2005-

Member, Department of Management, Marketing and Logistics Search Committee, HRM Position, 2004

Member, Department of Management, Marketing and Logistics Search Committee, E/SB Position, 2004-
2005

Poster Session Chair, Industrial Relations Research Association, 2004

Reviewer, 2004 Midwest Academy of Management

University Faculty Welfare Committee, 2004-2005

Master's Thesis Committee for Jeremy Hanson, Masters of Technology

Georgia Southern Graduate Faculty, Member Status granted 2003

Dissertation Committee, Out-of-Program Member, Marilyn McDonnell, Educational Administration
Doctoral Program, 2003-

Dissertation Committee, Out-of-Program Member, Steve Derr, Education, 2003-

Comprehensive Examination Committee for Rebecca M. Elliott, Masters of Technology, Summer 2003

Comprehensive Examination Committee for Tracey Adkins Brown, Masters of Technology, Summer 2003

Poster Session Co-Chair, Industrial Relations Research Association, 2003

Reviewer, 2003 Academy of Management

Reviewer, 2003 Midwest Academy of Management

Session Chair, Collective Bargaining Session, 23rd Annual Southern Industrial Relations and Human
Resource Conference, October 2002

Reviewer, 2002 Industrial Relations Research Association

Dean's Kitchen Cabinet, Untenured Faculty Group, College of Business Administration, Georgia Southern
University, 2002-2003

Chapter Advisor, Society for Human Resource Management, Georgia Southern University Student
Chapter, 2002-2005

Georgia Southern University Faculty Senate Alternate, 2001-2003

Georgia Southern University, College of Business Administration Undergraduate Curriculum Committee,
2001-2003

Reviewer, 2002 Midwest Academy of Management

Reviewer, Employee Responsibility and Rights Journal, 2001

Reviewer, International Meeting of the Western Academy of Management, 1999

Comprehensive Examination Coordinator, American University, 1999
Academic Advisor, All PRHM cohorts, American University, 1998 - 2000

Chapter Advisor, Society for Human Resource Management, Chapter #5128, 1997 - 1999

Vice-President, Virginia Tech Management Department Ph.D. Association, 1995 - 1996

Committee Member, Virginia Tech Management Department WWW Homepage Committee, 1995 - 1996

Committee Member, Virginia Tech Management Department Graduate Curriculum Committee, 1993 - 1994

Affiliations

Labor and Employee Relations Association (Formerly the Industrial Relations Research Association)
International Association for Human Resource Information Management (IHRIM)
Society for Human Resource Management (SHRM)
National Eagle Scout Association
Academy of Management

Doctoral Seminars Taken:

MGT 6315 - Seminar in Organizational Behavior
MGT 6325 - Seminar in Organization Theory
MGT 6364 - Advanced Seminar in Labor Relations
MGT 6374 - Seminar in Advanced Topics in Human Resources Management
MGT 5974 - Advanced Seminar in Current Research in Labor Relations

Software Skills

SAP HCM module
Banner (Higher Education Management System)
Crystal Enterprise (Business Objects reporting)
Weave (Online Assessment and Planning Management Software)
ADP for Payroll, Time and Attendance, and Talent Management
Desire to Learn and WebCT/Blackboard (Online course delivery systems)
Microsoft Office, Windows OS, Android OS
Skillsoft (Knowledge Management System)

Additional Educational Experiences:

SAP, Inc. – HR Module Training (050 for 4.7) Summer, 2004.

Attended and completed SAP HR module training and integration for new SAP version 4.7. Held at St. Francis Xavier University, Nova Scotia, Canada.

SAP, Inc. – HR Module Training (050) Summer, 2003.

Attended and completed SAP HR module training, along with a two-day workshop on integrating the HR module into university courses. Held at St. Francis Xavier University, Nova Scotia, Canada.

FMCS Institute - Labor Arbitration Training Summer 1999.

Successfully completed the Federal Mediation and Conciliation Service course in Labor Arbitration. This new course substitutes for previous requirements for listing on the FMCS Roster of Arbitrators.

Slovenian Graduate Student Delegation Spring, 1995; Spring, 1996.

Acted as a host and assistant-coordinator, arranging transportation, business site visits, and other educational experiences for a group of executive MBA students from the University of Maribor, Slovenia.

Global Workplace Study Abroad Program Summer, 1994.

Visited seven east and central European countries during a 5-week period to observe cultural and business practices. Examined the privatization process in former Communist countries. Participated in discussions with Labor Union Leaders and Management Executives, exchanged viewpoints at a student roundtable regarding cultural differences, and explored the nature of culturally-bound behavioral theories.

Rijksuniversiteit Groningen Fall, 1992.

Traveled with a group of students attending a University "Intensive Week" in the Netherlands. Met with faculty, attended classes given as part of the Master's in European Labour Studies program, and evaluated research support facilities.

Work Experience

Chair, Department of Management, July 2016 to Present
College of Business
Georgia Southern University

Interim Chair, Department of Management, July 2014 – 2016
College of Business
Georgia Southern University

Interim Chair, Department of Construction Management, June 2012 – January 2013
College of Business Administration
Georgia Southern University

Associate Professor, 2008 to present
Department of Management, Marketing & Logistics
College of Business Administration
Georgia Southern University

Assistant Professor, 2000 to 2008
Department of Management, Marketing & Logistics
College of Business Administration
Georgia Southern University

Assistant Professor, 8/97 to 6/00
Personnel and Human Resource Management Program
Kogod School of Business
American University

Instructor, 6/96 to 8/97
Department of Management
Virginia Tech

Graduate Assistant, 8/92 to 6/96
Department of Management
Virginia Tech

Management Positions, 12/87 to 8/92
Newman Library

Virginia Tech

Positions Held: Program Support Technician for the lending section of Inter-Library Loan Unit; Reserve Unit Head; Assistant Night Supervisor; Missings Clerk. Duties for all positions included the hiring, training, supervision, discipline and firing of personnel.

References

<p>Cathy Sparks Director of Corporate Workforce Strategy & Analytics UPS World Headquarters 55 Glenlake Parkway NE Atlanta , GA 30328 1-800-742-5877 csparks@ups.com</p>	<p>Dr. Rand Ressler, Chair Department of Finance and Economics Georgia Southern University P. O. Box 8152 Statesboro GA 30460-8152 912-478-0086 ressler@georgiasouthern.edu</p>
<p>Dr. Michael Goldsby Chief Entrepreneurship Officer, Stoops Distinguished Professor of Entrepreneurship, Professor of Management, and Director Emeritus Ball State University Whitinger Business Building, room 207 2000 W. University Ave. Muncie, IN 47306 765-285-9002 mgoldsby@bsu.edu</p>	<p>Dr. Mary L. Connerley Professor & Head, Department of Management University of Northern Iowa Curris Business Building Cedar Falls, IA 50614-0125 (319) 273-2237 mary.connerley@uni.edu</p>

Teaching Evaluation Scores

Evaluation Scores at Georgia Southern University

Item Reported: Overall Instructor Rating on a 5 point scale

Scale: 5= Strongly Agree, 1= Strongly Disagree

Question Wording: Overall, how would you rate this instructor?

<u>Semester</u>	<u>Course</u>	<u>Score</u>
Fall 2000	MGNT 3130h	4.7
Fall 2000	MGNT 4335a	4.8
Fall 2000	MGNT 4335b	4.6
Spring 2001	BUSA 4112m	4.38
Spring 2001	BUSA 4112n	4.80
Spring 2001	MGNT 3130g	4.45
Spring 2001	MGNT 7338sa (Savannah)	4.77
Fall 2001	BUSA 4112i	4.13
Fall 2001	MGNT 3130i	4.77
Fall 2001	MGNT 4335a	4.67
Fall 2001	MGNT 4335b	4.76
Spring 2002	MGNT 3130h	4.70
Spring 2002	MGNT 3130i	4.59
Spring 2002	MGNT 7338a	4.50
Fall 2002	MGNT 3130e (On Campus)	4.80
Fall 2002	MGNT 3130e (Brunswick DL site)	4.82
Fall 2002	MGNT 3130k (On Campus)	4.74
Fall 2002	MGNT 3130k (Dublin DL site)	Not Returned (only 2 students)
Fall 2002	MGNT 7338a (On Campus)	4.72
Fall 2002	MGNT 7338a (Brunswick DL site)	3.67 (Only 3 responses)
Spring 2003	MGNT 4335a	4.63
Spring 2003	MGNT 7338sa (Savannah)	4.95
Summer 2003	BUSA 7890a (Individual Research for 3 M-Tech students, CRN 52954)	N/A
Fall 2003	MGNT 4333a	4.2
Fall 2003	MGNT 4333b	4.1
Spring 2004	MGNT 4335a	4.6
Spring 2004	MGNT 4335b	4.8
Spring 2004	MGNT 4335b (Dublin DL site)	4.0
Spring 2004	MGNT 4335b (Brunswick DL site)	3.4
Spring 2004	MGNT 7338	4.8
Fall 2004	MGNT 4333a	4.5
Fall 2004	MGNT 4333b	4.1
Fall 2004	BUSA 7890a (Individual Research in Org. Development, CRN 85056)	N/A
Spring 2005	MGNT 4335A	4.4
	MGNT 4335B	5.0
	MGNT 4890 (Directed Study in Management, CRN 12106)	N/A

Fall 2005	MGNT 4333A	5.0
	MGNT 4333B	4.7
	MGNT 3334A	4.8
	MGNT 3334BR (Brunswick DL site)	4.7
	MGNT 3334DB (Dublin DL site)	4.1
Spring 2006	MGNT 3130C	4.7
	MGNT 3130DB (Dublin DL site)	4.4
	MGNT 3130H	4.7
	MGNT 4335A	4.6
Fall 2006	MGNT 3334C	4.6
	MGNT 4333A	4.4
Spring 2007	MGNT 3130 – K	4.6
	MGNT 4335 – A	3.9
	MGNT 4335 – BR (Brunswick DL site)	3.7
	MGNT 4335 – DB (Dublin DL site)	4.7
	MGNT 7338 – SA (Savannah site)	4.8
Fall 2007	MGNT 3130 – F	4.5
	MGNT 3130 – BR	4.2
	MGNT 3130 – DB	4.5
	MGNT 4333 – A	4.5
	MGNT 4890 (Directed Study in Management, CRN 83983)	N/A
Spring 2008	MGNT 4334 – A	4.6
	MGNT 4334 – BR	4.6
	MGNT 4334 – DB	4.6
	MGNT 4335 – A	4.6
Summer 2008	MGNT 3334 – A	N/A
	MGNT 4334 – A	N/A
	MGNT 4890 – O (Ind Study in Org Behavior)	N/A
Fall 2008	MGNT 3334 – A	4.5
	MGNT 3334 – B	4.6
	MGNT 4333 – A	4.8
Spring 2009	MGNT 3130 – Web Delivered	4.53
	MGNT 4335 – A	4.7
Summer 2009	MGNT 3334 – A	N/A
	MGNT 3334 – B	N/A
Fall 2009	MGNT 3130 – E	4.6
	MGNT 3130 – K	5.0
	MGNT 4333 – A	4.6
Spring 2010	MGNT 3130 - G	4.8
	MGNT 3130 - WEB	4.2
	MGNT 4335 - A	4.3
	MGNT 4335 - BR	2.8 (6 students)
	MGNT 4335 - DB	4.0 (3 students)

Fall 2010	MGNT 3130 - 01F - NET MGNT 3130 - 02F - WEB MGNT 4335 - A	N/A Online System Failure N/A Online System Failure
Spring 2011	MGNT 3130 - 01F - WEB MGNT 3130 - 02F - WEB MGNT 4335 - A	4.6 4.2 4.3
Fall 2011	MGNT 3130 - 01F - WEB MGNT 3130 - 02F - WEB MGNT 4333 - A	3.8 4.4 4.8
Spring 2012	MGNT 3130 - 01F - WEB MGNT 3130 - 02F - WEB MGNT 4335 - A	4.4 (22 students) 4.7 (21 students) 4.0 (22 students)
Fall 2012	CISM 4333 - A (cross listed with MGNT) MGNT 3130 - 02F - WEB MGNT 3130 - 03F - WEB MGNT 4333 - A (cross listed with CISM)	4.1 (4 students, 18 total) 3.4 (32 students) 4.3 (32 students) 4.1 (14 students, 18 total)
Spring 2013	MGNT 3130 - 04F - WEB MGNT 4335 - A	4.4 (38 Students) 4.3 (22 Students)
Summer 2013	MGNT 3130 - 02F - WEB	3.7 (48 Students)
Fall 2013	CISM 4333 - A (cross listed with MGNT) MGNT 4333 - A (cross listed with CISM) MGNT 3130 - 01F - WEB MGNT 3130 - 02F - WEB	4.28 (9 Students, 23 Total) 4.28 (14 Students, 23 Total) 4.3 (35 Students) 4.5 (35 Students)
Spring 2014	MGNT 3130 - 01F - WEB MGNT 3130 - 02F - WEB MGNT 4335 - A	4.0 (35 Students) 4.0 (45 Students) 4.3 (18 Students)
Fall 2014	MGNT 4333-A	4.9 (13 Students)
Spring 2015	MGNT 4335-A	4.3 (18 Students)
Fall 2015	MGNT 4333-A	Pending
Spring 2016	MGNT 4335-A	Pending
Fall 2016	MGNT 4333-A	Pending
Spring 2017	MGNT 4335-A	Pending

Evaluation Scores at American University

Item Reported: Overall Instructor Rating on a 6 point scale

Scale: 6 = Superior, 5= Very Good, 4 = Good, 3 = Satisfactory, 2 = Fair, 1= Poor

MBA Courses:

<u>Semester</u>	<u>Course</u>	<u>Score</u>
Fall 1997	18.609 HR/OB MBA class	5.53
Summer 1998	18.609 HR/OB MBA class	4.31
Spring 1999	18.609 HR/OB MBA class	5.58
Summer 1999	18.609 HR/OB MBA class	5.28
Fall 1999	18.609 HR/OB MBA class	5.57
Spring 2000	18.609 HR/OB MBA class	5.32

M.S. PHRM Courses

<u>Semester</u>	<u>Course</u>	<u>Score</u>
Fall 1997	10.671 Strategic HRM (MS PHRM Cohort 3)	5.60
Spring 1998	10.686 Management/Union Relations (MS PHRM Cohort 1)	5.44
	10.686 Management/Union Relations (MS Richmond Cohort 1)	5.54
Summer 1998	10.686 Management/Union Relations (MS PHRM Cohort 2)	5.58
Fall 1998	10.671 Strategic HRM (PHRM Cohort 5)	5.91
Fall 1998	10.671 Strategic HRM (PHRM Cohort 6)	5.48
Spring 1999	10.686 Management/Union Relations (MS PHRM Cohort 3)	5.33
Spring 1999	10.686 Management/Union Relations (MS PHRM Cohort 4)	5.07
Fall 1999	10.671 Strategic HRM (MS PHRM Cohort 7)	5.88
Spring 2000	10.686 Management/Union Relations (MS PHRM Cohort 5)	6.0
Spring 2000	10.686 Management/Union Relations (MS PHRM Cohort 6)	5.0

Evaluation Scores at Virginia Tech

Item Reported: Overall Instructor Rating on a 5 point scale

Scale: 5 = Outstanding, 4 = Very Good, 3 = Adequate, 2 = Less than Adequate, 1= Poor

<u>Semester</u>	<u>Course</u>	<u>Score</u>
Spring 1994	MGT 3344 (Labor Relations)	4.74
Summer 1994	MGT 3344	4.88
Summer 1995	MGT 3304 (Mgt Theory and Leadership Practice)	4.33
Fall 1995	MGT 3334 (Human Resource Management)	4.38
Spring 1996	MGT 3344	4.69
Summer 1996	MGT 3304	4.62
Fall 1996	MGT 3324 (Organizational Behavior)	4.81
Fall 1996	MGT 3324	4.92
Spring 1997	MGT 3324	4.89
Spring 1997	MGT 3324	4.67
Summer 1997	MGT 3304	4.66