

1-22-2015

Minutes, Crummer Graduate School of Business Faculty Meeting, Thursday, January 22, 2015

Crummer Graduate School of Business Faculty
Rollins College

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**Roy E. Crummer Graduate School of Business
Rollins College
Crummer Team Meeting Agenda
Room 108 at 1:30pm**

January 22, 2015

Agenda

Approval of Minutes	Greg Marshall
Strategic Renewal Committee Update	Greg Marshall
Curriculum Renewal Committee Update	Jule Gassenheimer
Curriculum Committee Update	Jule Gassenheimer
IB Executive in Residence Search Update	Jim Johnson
Operations Management Search Update	Mark Johnston
Elect (2) Faculty Members for the Faculty Grievance Comm.	Greg Marshall
<ul style="list-style-type: none">• One to serve and one backup – 3 year term• Must be tenured faculty• This is a Rollins wide committee	
Other Business	All
Meeting Adjourned	Greg Marshall

**Next Faculty Meeting
February 19th 2015
1:30pm – 3:00pm
Room 108**

**Faculty Meeting – Room 108
January 22, 2015**

Crummer Faculty present: Mary Conway Dato-on, Henrique Correa, David Currie, Jule Gassenheimer, Jim Gilbert, Bill Grimm, Jim Johnson, Halil Kiyamaz, Randy Kuhn, Greg Marshall, Peter McAlindon, Kyle Meyer, Ron Piccolo, Bob Prescott, Bill Seyfried, Clay Singleton

Approval of December MinutesGreg Marshall

Strategic Renewal Team UpdateGreg Marshall
Below is a rough draft of the strategic framework we are working on at this time.
There will be updates as we progress

Purpose

Develop business leaders and innovators who positively impact their organizations and communities.

Vision

BOB's: Be recognized as delivering the most essential knowledge for the development of highly successful business leaders.

OURS: Be recognized as an exceptional graduate school for developing successful business leaders.

Mission

Educate on how to create and implement a successful strategically differentiated business model.

Core Principles

- Lead with **Integrity** and **Ethics**
- Exhibit **Passion** for education
- Deliver **Excellence** in all we do
- Demonstrate **Respect** for everyone
- Optimize **Value** for all stakeholders

Strategic Principles

- Win the war for extraordinary **Talent**
- Ensure **Relevance** in the marketplace
- **Differentiate** to create a competitive advantage
- Foster an environment for continuous **Innovation**

Curriculum Committee UpdateJule Gassenheimer

- Dr. Marshall and Dr. Piccolo proposed the EDBA course Management in Strategy and Marketing. The syllabus was put to a vote.
Approval – Jule
Second – Henrique
All agreed – Class Approved

Curriculum Renewal Committee UpdateJule Gassenheimer

- We are defining what curriculum is. Not just classes but everything we offer.
- Looking at the Centers and seeing what they offer the Students in a learning environment.
- Looking for more electives and a shortened core.
- Possibilities to work with Corporations
- Our goal is to be competitive in the market place
- What is relevant to our students?
- As we progress updates will be given on a regular basis

IB Executive in ResidenceJim Johnson

- Greg Turkanik will be joining us our executive in residence. He is in the process of returning stateside from Poland hopefully to start in the Summer term.

Operations Management SearchHenrique Correa

- After an extensive search Keenan Yoho has been offered the position. He will be making his decision over the next week.

Other Business.....All

- Elect (2) Faculty Members for the Faculty Grievance Committee. One to serve and one as backup. The term is for three years.
Motion for Keith Whittingham as primary by Jim Gilbert, and Mark Johnston as the alternate.
Second – Halil Kiymaz
- Steve Gauthier and Greg Marshall are working on schedules.
- The EDBA02 first year will meet with Greg Marshall this weekend to keep in touch followed by the EDBA01 class for the same discussion. After the outcome is put together the EDBA faculty will meet to discuss any issues that need attention.
- Lynda has your business writing and critical thinking books for you if you did not already receive yours.

Meeting adjournedGreg Marshall

**Next Faculty Meeting
February 19th 2015
1:30pm – 3:00pm
Room 108**

**EDBA 508 Theory and Contemporary
Thought in Organizational Strategy and Strategic Marketing**

Professors

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Schedule

Term 5/2nd Half – March/April 2015

Strategic Marketing

Friday, March 20 (4 hours)

Saturday, March 21 (4 hours)

Organizational Strategy

Friday, April 17 (4 hours)

Saturday, April 18 (4 hours)

Course Description and General Approach

Strategy drives organizational success over the long run. This course provides doctoral students the opportunity to become familiar with key frameworks, classic research, and promising areas for future research across the field of organizational strategy and strategic marketing. Within the time frame of the course, it is impossible to provide anything approximating comprehensive

coverage of all the relevant literature. As such, we will utilize a survey approach that highlights a mixture of both historical themes and current topics. By its nature, such an approach implies that some important topics had to be left off the reading list.

Course Objectives

- Master the mechanics of research in the field of strategy -- that is, what are the elements of prototypical articles and how should they be evaluated
- Evaluate and synthesize how different research methods can be specifically applied to research in organizational strategy and strategic marketing
- Understand why and how the scope of strategy has grown in the last 20 years and the role this field plays in business performance
- Synthesize the managerial implications of the research in strategy -- increasingly there are complex internal and external trade-offs to be managed and more integration is required among intra-organizational units and functions
- Apply current theories and models of strategy to understand how you as leaders can benefit your organizations and contribute to increased competitiveness in your industry
- Effectively connect the learning from the strategy literature to your own favored areas of research and practice
- Nurture in yourself a proactive and collaborative approach toward the practice of research, including interjecting your interests and perspectives to develop and discuss your own research ideas within the strategy milieu

Expected Learning Outcomes

At the end of the course, students should be able to:

- Evaluate and synthesize the basic evolution of the field of organizational strategy and strategic marketing
- Be familiar with the main areas of applied research and with the main research centers and researchers who have helped shaped the field
- Identify and discuss the main current concepts, approaches, and techniques currently used in organizational strategy and strategic marketing
- Recognize and propose research opportunities and understand the use of different research methods in the field of organizational strategy and strategic marketing

Performance Assessment

Three primary modalities are used to assess student performance:

1. Individual Written Assignments: (2 @ 20% = 40%)

After each residency weekend, a written assignment will be required that includes a summary of the topics that were considered as well as a deeper analysis based on the learning. These assignments will be revealed at the close of each weekend.

2. Article Ownership: (2 @ 20@ = 40%)

Each day we meet all students must come to class fully prepared to discuss all the assigned articles. The articles are a mixture of empirical and non-empirical papers. Discussion leaders will be assigned in advance to particular papers. These individuals must prepare in advance 1-2 page topline summary of the paper and make it available for everybody in the session. For non-empirical papers,

the summary should succinctly outline the key aims and ideas of the article including key theoretical and managerial contributions. For empirical papers, the summary should focus on the following aspects of the article, taking a critical yet objective viewpoint:

- What are the main objectives and research questions of the study?
- What are the theoretical underpinnings?
- What design, measurement, and methodology were employed?
- What are the key findings?
- What are the implications for future research and practice?

The discussion leader is expected to lead the discussion on the paper and the other students will contribute actively through additional comments, questions, and responses to module leader questions.

3. Class Participation: (20%) Active participation during each session is expected.

Grades are reported as follows:

- A: indicates consistently excellent work
- B: indicates work of the quality normally expected of a graduate student
- C: indicates work that is below the quality expected in graduate study
- F: indicates work that is unacceptable in graduate level of study
- I: Incomplete indicates that the student and instructor have agreed that uncompleted work will be completed and the grade changed to A, B, C or F by the mid-term point of the following term

Grades A, B, and C may be modified by a plus or minus as appropriate based on this scale:

A	93 to 100%	B	83 to 87%
A-	90 to 92%	B-	80 to 82%
B+	88 to 89%	C	Follows the same ranges as for B

Readings

The core focus of our studies will be a set of scholarly journal articles that have been selected as representative of both historical and contemporary issues in organizational strategy and strategic marketing. The course is inherently interdisciplinary and you will immediately see this within the readings.

AGENDA (All articles are listed in publication date order - we may cover them in a different order)

Session 1

TOPIC: Classic Theoretical and Conceptual Foundations in Strategic Marketing

Reading Assignment

Biggadike, E. Ralph (1981), "The Contributions of Marketing to Strategic Management," *Academy of Management Review*, 6 (4), 621-32. **[DISCUSSION LEADERS:]**

Anderson, Paul F. (1982), "Marketing, Strategic Planning, and the Theory of the Firm," *Journal of Marketing*, 46 (Spring), 15-26. **[DISCUSSION LEADERS:]**

Day, George S. and Robin Wensley (1983), "Marketing Theory with a Strategic Orientation,"

Journal of Marketing, 47 (Fall), 79-89. [DISCUSSION LEADERS:]

Hunt, Shelby D. and Robert M. Morgan (1995), "The Comparative Advantage Theory of Competition," *Journal of Marketing* 59 (April), 1-15. [DISCUSSION LEADERS:]

Varadarajan, P. Rajan (2010), "Strategic Marketing and Marketing Strategy: Domain, Definition, Fundamental Issues and Foundational Premises," *Journal of the Academy of Marketing Science* 38 (April), 119-40. [DISCUSSION LEADERS:]

Shapiro, Benson P. (1988), "What the Hell is 'Market Oriented'?", *Harvard Business Review* (November-December), 199-125. [DR. MARSHALL WILL LEAD DISCUSSION]

Session 2

TOPIC: Market Orientation as an Organizationally Strategic Construct

Reading Assignment

Kohli, Ajay K. and Bernard J. Jaworski (1990), "Market Orientation: The Construct, Research Propositions, and Managerial Implications," *Journal of Marketing*, 54 (April), 1-18. [DISCUSSION LEADERS:]

Narver, John C. and Stanley F. Slater (1990), "The Effect of a Market Orientation on Business Profitability," *Journal of Marketing*, 54 (October), 20-35. [DISCUSSION LEADERS:]

Day, George S. (1994), "The Capabilities of Market-Driven Organizations," *Journal of Marketing*, 58 (October), 37-52. [DISCUSSION LEADERS:]

Noble, Charles H., Rajiv K. Sinha, and Ajith Kumar (2002), "Market Orientation and Alternative Strategic Orientations: A Longitudinal Assessment of Performance Implications," *Journal of Marketing* 66 (October), 25-39. [DISCUSSION LEADERS:]

Kirca, Ahmet H., Satish Jayachandran, and William O. Bearden (2005), "Market Orientation: A Meta-analytic Review and Assessment of Its Antecedents and Impact on Performance," *Journal of Marketing* 69 (April), 24-41. [DISCUSSION LEADERS:]

Gebhardt, Gary F., Gregory S. Carpenter, and John F. Sherry, Jr. (2006), "Creating a Market Orientation: A Longitudinal, Multifirm, Grounded Analysis of Cultural Transformation," *Journal of Marketing* 70 (October), 37-55. [DISCUSSION LEADERS:]

Session 3

TOPIC: Methods in Strategic Management Research

Reading Assignment

Giovanni Gavetti, Daniel A. Levinthal. 2004. The Strategy Field from the Perspective of Management Science: Divergent Strands and Possible Integration quick view. *Management Science*, Vol. 50: p. 1309-1318. [DR. PICCOLO WILL LEAD DISCUSSION]

Carlson, D. M., Downs, A. A., & Wert-Gray, S. (2006). Statistics as fetishes: The case of financial performance measures and executive compensation. *Organizational Research Methods*, 9(4), 475-490. [DISCUSSION LEADERS:]

- Buchanan, D. A., & Bryman, A. (2007). Contextualizing methods choice in organizational research. *Organizational Research Methods*, 10(3), 483-487,489-501. [DISCUSSION LEADERS:]
- Molina-Azorin, J. F. (2012). Mixed Methods Research in Strategic Management: Impact and Applications," *Organizational Research Methods*, 15 (1), 33-56. [DISCUSSION LEADERS:]
- Boyd, B. K., Bergh, D. D., Ireland, R. D., & Ketchen, D.J. (2013). Construct in Strategic Management. *Organizational Research Methods*, 16 (1), 3-14. [DISCUSSION LEADERS:]
- Hamann, P. M., Schiemann, F., Bellors, L., & Guenther, T.W. (2013). Exploring the Dimensions of Organizational Performance: A Construct Validity Study. *Organizational Research Methods*, 16 (1), 67-87. [DISCUSSION LEADERS:]

Session 4

TOPIC: Strategic Management and Competitive Advantage

Reading Assignment

- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. [DISCUSSION LEADERS:]
- Frankwick, Gary L., James C. Ward, Michael D. Hutt, and Peter H. Reingen (1994), "Evolving Patterns of Organizational Beliefs in the Formation of Strategy," *Journal of Marketing*, 58 (April), 96-110. [DISCUSSION LEADERS:]
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533. [DISCUSSION LEADERS:]
- Olson, Eric M., Stanley F. Slater, and G. Tomas M. Hult (2005), "The Performance Implications of Fit among Business Strategy, Marketing Organization Structure, and Strategic Behavior," *Journal of Marketing* 69 (July), 49-65. [DISCUSSION LEADERS:]
- Krasnikov, Alexander and Satish Jayachandran (2008), "The Relative Impact of Marketing, Research-and-Development, and Operations Capabilities on Firm Performance," *Journal of Marketing* 72 (July), 1-11. [DISCUSSION LEADERS:]
- D'Aveni, R.A., Dagnino, G.B., & Smith, K.G. (2010). The age of temporary advantage. *Strategic Management Journal*, 31(13), 1371-1385. [DISCUSSION LEADERS:]

Other Information

ROLLINS ACADEMIC HONOR CODE

Please refer to this website: www.rollins.edu/catalogue/academic_regulations.html. We will adhere to its content in total.

STUDENTS WITH DISABILITIES

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If you are a person with a disability on this campus and anticipate needing any type of academic/medical accommodations in order to participate in your classes, please make timely arrangements by disclosing this disability in writing to the Disability Services Office at (Box 2772) – Mills Building, 1000 Holt Ave., Winter Park, FL, 32789. Appointments can be scheduled by calling 407-646-2354 or by emailing Gail Ridgeway at: gridgeway@rollins.edu

Biographical Sketches

Greg W. Marshall (Ph.D., Oklahoma State University; BSBA and MBA, University of Tulsa) is the Charles Harwood Professor of Marketing and Strategy in the Crummer Graduate School of Business at Rollins College. He also serves as Associate Dean for Academics and Academic Director of the Rollins Executive DBA program. For three years he served as Vice President for Strategic Marketing for Rollins. He was previously on the faculty at Oklahoma State University, the University of South Florida, and Texas Christian University. Dr. Marshall currently also holds a visiting appointment as Professor of Marketing and Strategy at Aston Business School in Birmingham, United Kingdom.

Dr. Marshall is Editor of the *Journal of Marketing Theory and Practice* and from 2002-05 was Editor of the *Journal of Personal Selling & Sales Management*. He serves on the editorial review boards of the *Journal of the Academy of Marketing Science*, *Industrial Marketing Management*, and *Journal of Business Research*, among others. Dr. Marshall has published over 50 refereed journal articles, with topics centered on various management and strategy issues such as sales force selection, performance, and evaluation; decision making by marketing managers; and intraorganizational relationships. He is co-author of *Marketing Management* 2nd ed. (McGraw-Hill, 2015), *Sales Force Management* 11th ed. (Routledge, 2013), and *Contemporary Selling* 4th ed. (Routledge, 2013) and *Marketing: Real People, Real Choices* 8th ed. (Prentice Hall, 2016).

Dr. Marshall's managerial industry experience includes thirteen years with companies such as Warner Lambert, Mennen, and Target Corporation. He also has considerable experience as a consultant and trainer for a variety of organizations. Dr. Marshall has been heavily involved in teaching in MBA and Executive MBA programs, as well as at the Ph.D. level. His primary teaching focus at all these levels is on strategy-related courses (such as Strategic Marketing and Strategy Essentials to MBAs and strategy related doctoral seminars), and selling and sales management courses. In 2002 he received the Outstanding Marketing Teachers' Award from the Academy of Marketing Science based on his work over the years in MBA education. While at OSU, he received the Chandler-Frates Teaching Award, in which the MBA students recognize the top professor in their program. In 2005 he received the Cornell Distinguished Faculty Award in the Crummer School at Rollins College. And in 2012 he received Bornstein Award for Faculty Scholarship, which each year recognizes one faculty member at Rollins College whose outstanding scholarly achievement or creative accomplishment has helped to bring national prominence to the College

Dr. Marshall is a Distinguished Fellow and Past President of the Academy of Marketing Science. He is Past President of the American Marketing Association Academic Division and also was a founder and served for five years on its Strategic Planning Group. He is a Fellow and Past President of the Society for Marketing Advances and presently is Chair of the SMA Board of Governors.

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Ronald F. Piccolo (Ph.D., University of Florida; MBA, Rollins College; BS, Stetson University) is the Cornell Professor of Management and Academic Director for the Center for Leadership Development at the Rollins College Crummer Graduate School of Business. He has served on the faculty at the University of Central Florida and as a visiting scholar at Drexel University in Philadelphia, Jacobs University in Bremen, Germany, and the Amsterdam Business School. Dr. Piccolo teaches graduate-level courses in leadership, organizational behavior (OB), research methods, and management strategy. He was recipient of the Cornell Distinguished Faculty Award (2011) for outstanding teaching, research, and service to Rollins College, and has served as keynote speaker (2012, 2013, 2014) on “Teaching Effectiveness” for the OB division of the Academy of Management.

His research on leadership, motivation, job design and personality has been published in [Forbes](#) magazine, in numerous textbooks, and in top academic journals such as the Academy of Management Journal (AMJ), Journal of Applied Psychology, Personnel Psychology, Human Resource Management, Journal of Management, and the Journal of Organizational Behavior. Dr. Piccolo is a featured blogger for [The CEO Magazine](#) and several of his research papers have earned recognition including Editor’s prize for Best Scholarly Paper published in Nonprofit Management and Leadership (2007), finalist for the Best Scholarly Paper in the Leadership Quarterly (2009 & 2012); Society of Industrial and Organizational Psychology’s “top rated” conference poster (2009); Best Overall Conference paper at the annual meeting of the Southern Management Association (2010).

Dr. Piccolo has served as chair of the OB track for the Southern Management Association, coordinator of the Network of Leadership Scholars, as co-editor of a [special issue](#) of the Journal of Leadership and Organizational Studies, and on the editorial boards for AMJ, OBHDP, Group & Organization Management, and Leadership Quarterly. He is currently on the Executive Committee for the OB division and co-Chair of the Making Connections committee at the Academy of Management.

Dr. Piccolo's consulting experience includes leadership development, executive coaching, strategic planning, and board development for such clients as the Central Florida YMCA, Mears Transportation, Lockheed Martin, Puff ‘n Stuff, Inc., 4C, Southern Traditions Development, and the Seminole Community College Foundation. He serves on the Boards of Directors for the Heart of Florida United Way, the Central Florida Y, and the Foundation for Foster Care, on the [Corporate Advisory Board](#) of the Association of Latino Professionals in Finance and Accounting (ALPFA), as an advisory board member for the BETA Center, and as Investing in Results council member for the United Way.