

Pat H. Dickson
Associate Professor
Calloway School of Business and Accountancy
Wake Forest University
January 15, 2008

I. EARNED DEGREES

Ph.D., University of Alabama, 1997
M.S.Ed., Mississippi College, 1978
B.S.Ed., Mississippi College, 1975

II. EMPLOYMENT

Wake Forest University, Associate Professor, (2006 – present)
Georgia Institute of Technology, Assistant Professor, (2000 – 2006)
University of Louisville, Assistant Professor (1997-2000)
University of Alabama, Graduate Assistant (1992-1997)
Offshore-Inland Services, Inc., Internal Consultant, (1991-1993)
Big 10, Inc., Vice-President of Marketing and Franchising, (1988-1991)
Big 10, Inc., Director of Franchising, (1985-1988)
Beach Tire Marts, Inc., Vice President and Part Owner (1978-1985)

III. SCHOLARLY ACCOMPLISHMENTS

A. PUBLISHED BOOKS AND PARTS OF BOOKS

Dickson, P.H. 2007. Going global. In *Entrepreneurship: The Engine of Growth*, Andrew Zacharakis and Stephen Spinelli Jr. (eds.). Westport, Connecticut: Praeger, pp. 155-175.

Weaver, K.M., Dickson, P.H. and Solomon, G. 2006. Entrepreneurship and education: What is known and what is not known about the links between education and entrepreneurial activity. In *The Small Business Economy: A Report to the President*, Chad Moutray (ed.). Washington: SBA Office of Advocacy, pp. 113-156.

B. REFEREED PUBLICATIONS

Journal Publications

Dickson, P.H. and Weaver, K.M. (In Press). The role of the institutional environment in determining firm orientations towards entrepreneurial behavior. *International Entrepreneurship and Management Journal*.

Dickson, P.H., Solomon, G.T. and Weaver, K.M. (In Press). Entrepreneurial selection and success: Does education matter? *Journal of Small Business and Enterprise Development*.

Tang, Z., Powell, B., Marino, L., Tang, J. and Dickson, P. (In Press). The impact of organizational goal setting on the industrial munificence-goal attainment relationship for SMEs. *International Journal of Business and Management*.

Dickson, P.H., Weaver, K.M. and Hoy, F. 2006. Opportunism in the R&D alliances of SMEs: The roles of the institutional environment and SME size. *Journal of Business Venturing*, 21: 487-513.

McKaskill, T., Weaver, K.M. and Dickson, P.H. 2004. Developing an exit readiness index: A research note. *Venture Capital*, 6(2): 173-179.

Weaver, K.M., Dickson, P.H., Gibson, B. and Turner, A. 2002. Being uncertain: The relationship between entrepreneurial orientation and environmental uncertainty. *The Journal of Enterprising Culture*, 10(2): 87-105.

Steensma, H.K., Marino, L., Weaver, K.M. and Dickson, P.H. 2000. The influence of national culture on the formation of technology alliances by entrepreneurial firms. *Academy of Management Journal*, 43(5): 951-973.

Weaver, K.M. and Dickson, P.H. 1998. Outcome quality of SME-based alliances: The role of perceived partner behaviors. *Journal of Business Venturing*, 13(6): 505-522.

Dickson, P.H. and Weaver, K.M. 1997. Environmental determinants and individual-level moderators of alliance use. *Academy of Management Journal*, 40(2): 404-425.

Gibson, B., Weaver, K.M. and Dickson, P.H. 1997. Strategic alliances use, firm size, outcome satisfaction, and partner behaviors. *Small Enterprise Research: The Journal of SEAAANZ*, 5(1).

Fuller, J.B., Hester, K., Dickson, P.H., Allison, B.J. and Birdseye, M. 1996. A closer look at select cognitive precursors to organizational turnover: What has been missed and why. *Psychological Reports*, 78: 1331-1352.

Proceeding Publications

Dickson, P.H. and Weaver, K.M. 2007. The impact of the institutional environment on SME internationalization: An assessment of the environmental assumptions of emerging integrated models of internationalization. *Proceedings*, International Council for Small Business, 2007 World Conference.

Weaver, K.M., Dickson, P.H. and Gibson, B., 1998. Modeling the relationship between firm and industry attributes, entrepreneurial orientations and environmental uncertainty: A multi-country SME-based analysis. *Proceedings*, International Council for Small Business, 43rd Annual World Conference.

Weaver, K.M. and Dickson, P.H., 1997. SME-based alliance use: A three-country comparison of environmental determinants and individual level moderators. *Proceedings*, International Council for Small Business, 42nd World Conference.

Dickson, P.H., 1996. Role conflict, task conflict and leader response: An exploration of a role-task fit model. *Best Paper Proceedings*, Academy of Management, 56th Annual Meeting: 86-90.

Weaver, K.M. and Dickson, P.H., 1996. Towards a unified model of SME-based strategic alliances: Transaction costs, resource dependencies and social controls. *Electronic Proceedings*, Academy of Management, 56th Annual Meeting.

Gibson, B., Weaver, K.M. and Dickson, P.H., 1996. Attitudes towards strategic alliances: International comparisons with a NSW regional center, *Proceedings of the Joint SEAAANZ & IIE Conference*, Number 24, Institute of Industrial Economics: Sidney, Australia.

Weaver, K.M., Dickson, P.H. and Davies, L., 1996. SME-based interfirm cooperation: An empirical investigation of partner behaviors and outcome satisfaction. *Proceedings*, International Council for Small Business, 41st World Conference: 153-174.

Weaver, K.M., Dickson, P.H. and Davies, L., 1996. Entrepreneurial orientation, cooperative behavior and perceived outcomes among small-to-medium sized enterprises: An exploratory study of Norwegian firms. *Proceedings*, United States Association for Small Business and Entrepreneurship, 10th Annual National Conference: 213-223.

Weaver, K.M. and Dickson, P.H., 1995. SME-based global strategic alliances: Towards a unified model of choice, structure and performance. *Proceedings*, II Mesa Redonda en la Formaci3n Desarrollo de Pequeas Empresas, IX Congreso Latinoamericano sobre Esp3ritu Empresarial: 411-425.

Allison, B.J., Dickson, P.H., Hester, K., and Fuller, B., 1994. The relationship between employee job satisfaction and turnover intentions: A meta-analytic examination. *Proceedings*, Southern, Management Association: 89-92.

C. OTHER PUBLICATIONS

White Papers

Weaver, K.M. and Dickson, P.H. 2006. Current use, unique challenges, outcomes, and success attributes for SME-based alliances: Towards a future research agenda. A Coleman Foundation White Paper. Chicago, Illinois: The Coleman Foundation.

Monograph

Weaver, K.M. and Dickson, P.H. 2004. *NFIB national small business poll: Strategic alliances*. Washington: National Federation of Independent Business Research Foundation.

Refereed Abstracts

Dickson, P.H. and Weaver, K.M. 2004. Technological uncertainty: The relationship between the institutional environment, firm attributes and environmental uncertainty. *Frontiers of Entrepreneurship Research* (Abstract)

Dickson, P.H., Weaver, K.M., Hoy, F. and Daring, W. 2003. Cross national differences in satisfaction levels in alliance relationships of entrepreneurial firms. *Frontiers of Entrepreneurship Research* (Abstract).

Dickson, P.H. and Weaver, K.M. 2002. Uncertainty in strategic alliance relationships of entrepreneurial firms: the roles of trust and control. *Frontiers of Entrepreneurship Research* (Abstract).

Invited

Dickson, P.H. and Weaver, K.M., 1995. Strategic alliances: Why firms choose to cooperate, and just as importantly, why they often fail to cooperate. *Business Costa Rica*, March: 6-8.

E. PRESENTATIONS

Papers (Competitively Reviewed)

Tang, Z., Powell, B., Marino, L., Tang, J. and Dickson, P. 2008. The impact of organizational goal setting on the industrial munificence-goal attainment relationship for SMEs. Presented at the United States Association for Small Business and Entrepreneurship, 2008 Annual Conference, San Antonio, Texas.

Tang, Z., Kreiser, P., Marino, L., Dickson, P.H. and Weaver, K.M. 2006. Entrepreneurial orientation and the environment: A hierarchical perspective of the dimensions of EO. Presented at the 2006 Academy of Management, Annual Conference. Atlanta, Georgia.

Dickson, P.H. and Weaver, K.M. 2005. R&D alliance formation: The relationship between national R&D intensity and SME size. Presented at the 50th World Conference of the International Council of Small Business (ICSB). Washington, DC.

Tokman, M., Marino, L., Richey, R.G., Dickson, P.H. and Weaver, K.M. 2005. Strategic alliance portfolio performance in SMEs: A multi-country study. Presented at the 65th Annual Academy of Management Conference. Honolulu, Hawaii.

Lohrke, F.T., Marino, L.D., Zhi, T., Dickson, P.H. and Weaver, K.M., 2005. Entrepreneurial acuity: Examining the relationship between entrepreneurial orientation and the convergence of objective and perceptual environmental uncertainty in SMEs. Presented at the 25th Annual Babson Kauffman Entrepreneurship Conference. Boston, MA.

Dickson, P.H. 2004. Entrepreneurial orientation: The role of institutional environment and firm attributes in shaping innovation and proactiveness. Presented at the 24th Annual Strategic Management Society Conference. San Juan, Puerto Rico.

Dickson, P.H. and Weaver, K.M. 2004. Environmental uncertainty: The relationship between SME attributes and the environment. Presented at the 24th Annual Babson Kauffman Entrepreneurship Conference. Glasgow, Scotland.

Dickson, P.H., Weaver, K.M. and Hoy, F., 2003. Opportunism in R&D Alliances: The roles of governance structure and national context. Presented at the 63rd Annual Academy of Management Conference. Seattle, Washington.

Dickson, P.H. and Weaver, K.M., 2003. Attributes of the strategic alliance readiness of SMEs. Presented at the International Council of Small Business and Entrepreneurship (ICSB) 48th World Conference. Belfast, Ireland.

McKaskill, T., Weaver, K.M., and Dickson, P.H. 2003. Development of an Exit Readiness Index. Presented at the International Council of Small Business and Entrepreneurship (ICSB) 48th World Conference. Belfast, Ireland.

Dickson, P.H., Weaver, K.M., Hoy, F. and Daring, W., 2003. Cross National Differences in Satisfaction Levels in the Alliance Relationships of Entrepreneurial Firms. Presented at the 23rd Annual Babson Kauffman Entrepreneurship Conference. Boston, MA.

Dickson, P.H. and Weaver, K.M. 2002. Uncertainty in strategic alliance relationships of entrepreneurial firms: The roles of trust and control. Presented at the 22nd Annual Babson Kauffman Entrepreneurship Conference. Boulder, Colorado.

Dickson, P.H. and Weaver, K.M., 2000. Alliance citizenship behavior: Behavioral and contractual trust as proxies for economic hostages. Presented at the Strategic Management Society, 20th Annual International Conference, Vancouver.

Weaver, K.M. and Dickson, P.H., 2000. Predicting the choice of alliance structures: A cross-national exploration of the role of technological and environmental uncertainty. Presented at the Academy of Management, 59th Annual Meeting, Toronto.

Dickson, P.H., Weaver, K.M., and Hoy, F. 1999. Framing the environment: Key strategic decision leader and firm-level attributes shaping uncertainty perceptions. Presented at the Strategic Management Society, 19th Annual International Conference, Berlin.

Dickson, P.H. and Weaver, K.M., 1997. Linking perceived environmental uncertainty and the choice of alliance structures: The moderating role of individual differences. Presented at the Academy of Management, 57th Annual Meeting, Boston.

Weaver, K.M. and Dickson, P.H., 1997. A multi-country exploration of the role of environmental uncertainty and entrepreneurial orientations in determining alliance structures. Poster presentation, Babson College Kauffman Foundation Entrepreneurship Research Conference, Boston.

Weaver, K.M. and Dickson, P.H., 1996. Environmental determinants of SME-based strategic alliances: An exploration of objective and perceptual measures across two cultures. Presented at the UIC/AMA Research Symposia on Marketing and Entrepreneurship, Stockholm.

Dickson, P.H. and Weaver, K.M., 1995. Costa Rican-based strategic alliances: A Latin American model of choice, structure and performance. Presented at the 15th Annual International Strategic Management Society Conference, Mexico City.

Weaver, K.M., Dickson, P.H. and Davies, L., 1995. SME-based strategic alliances: Marriages of necessity, convenience or true love? Presented at the Organization for Economic Cooperation and Development (OECD), International High-Level Workshop on "SMEs: Employment, Innovation and Growth," Washington D.C.

Dickson, P.H., 1994. Task conflict in work groups: Modeling a neglected attribute. Presented at the Academy of Management, 54th Annual Meeting, Dallas.

Dickson, P.H. and Dickson, S.H., 1992. Conflict and ethics in professional-subordinate relationships. Presented at the National Conference on Ethics and the Professions, Orlando.

Dickson, P.H. and Murrell, K.L., 1992. A conflict and empowerment simulation. Presented at the 3rd Annual Southern Organizational Development Interest Group, Athens, Georgia.

Symposia (Competitively Reviewed)

Dickson, P.H. (Chair), Vozikis, G., Weaver, K.M., and Mescon, T. 2003. What can a chair in entrepreneurship do for your school. Presented at the AACSB International Conference and Annual Meeting, New Orleans, Louisiana.

Weaver, K.M., Marchese, A, Vozikis, G., Dickson, P. and Cornell, C. 2003. Developing inter-disciplinary programs in technology entrepreneurship: The experiences of three diverse universities. Presented at the NCIIA 7th Annual Meeting, Boston, Massachusetts.

Weaver, K.M., Dickson, P.H., Vozikis, G. and Kisenwether, E. C. 2003. Technology entrepreneurship: Developing Inter-disciplinary programs in technology and the sciences. Accepted for presentation, United States Association of Small Business and Entrepreneurship (USASBE) National Conference, Hilton Head, North Carolina.

Zimmerman, M., Simon, M., Dickson, P., McEwen, T., Minnis, W., Rutherford, M., Shrader, R., Tea, E., Wakefield, M. and Wisnieski, J. 2003. Sustaining the entrepreneurial movement: The Coleman Foundations Junior Faculty Mentoring Program. Accepted for presentation, USASBE National Conference, Hilton Head, North Carolina.

Weaver, K.M., Dickson, P.H., During, W.E., Hoy, F., Hultman, C. and Wingham, D.L.W. 2000. Building strategic alliances for cross-national entrepreneurship research. Presented at the Academy of Management 2000 Conference, Toronto.

Krueger, N. and Dickson, P.H. 2000. Non-traditional faculty and the growing action orientation of schools of business. Presented at the Academy of Management Pre-Conference, Toronto.

Presentations (Invited)

Weilerstein, P., Dickson, P., Ochs, J., and Stearns, T. 2008. Supporting student commercialization – proven models for technology entrepreneurship. Presented at the 2008 United States Association for Small Business and Entrepreneurship (USASBE) Conference, San Antonio, Texas.

Weaver, K.M. and Dickson, P.H. 2007. Current use, unique challenges, outcomes, and success attributes for SME-based alliances: Towards a future research agenda. Presented at the 2007 United States Association for Small Business and Entrepreneurship (USASBE) Conference. Orlando, Florida.

Clouse, W., Dickson, P., Greene, C., Hill, B. and Matthews, C. 2002. Inter-collaborative Cross-Campus E-Models. Coleman Foundation Symposium, United States Association for Small Business and Entrepreneurship, Orlando, Florida.

Crown, D. and Dickson, P.H., 1996. Taking risks in teaching: Combining concepts with real life experiences. Junior Faculty/Doctoral Student Consortium, Entrepreneurship Division, Academy of Management, 56th Annual Meeting.

F. OTHER SCHOLARLY ACCOMPLISHMENTS

Co-founder of the Strategic Alliance Research Group (SARG) that has since 1997, with various international research partners, collected primary data from more than 3,000 small- to medium-sized enterprises (SMEs) in Norway, Sweden, Scotland, the Netherlands, Finland, Greece, Indonesia, Singapore, Australia, Mexico, Costa Rica and the United States.

G. WORK IN REVIEW AND IN PROGRESS

Papers in Review for Journals

Tang, Z., Powell, B.C., Marino, L., Tang, J. and Dickson, P. 2007. The value of organizational ambivalence in an uncertain world. In review for the *British Journal of Management*.

Papers in Progress

Kreiser, P.M., Marino, L.D., Dickson, P. and Weaver, K.M. (R&R). Cultural influences on entrepreneurial orientation: The impact of national culture on risk-taking and proactiveness in SMEs. Revise and Resubmit to *Entrepreneurship Theory and Practice*.

Richey, R.G., Tokman, M., Marino, L. and Dickson, P.H. (R&R). On marketing alliance portfolio performance: Why marketing SMEs remain dissatisfied with their partners. Revise and Resubmit to *the International Journal of Marketing for Industrial and High-Tech Firms (IMM)*.

Dickson, P.H. and Weaver, K.M. (Working Paper). Attributes of the strategic alliance readiness of SMEs. For submission to the *Journal of International Business Studies*.

Dickson, P.H. and Weaver, K.M. (Working Paper). R&D alliance formation: The relationship between national R&D intensity and SME size. For submission to the *Journal of International Entrepreneurship*.

IV. TEACHING

A. COURSES TAUGHT

Strategic Management (Undergraduate)
Entrepreneurship for Engineers (Undergraduate)
Intro to Management (Undergraduate)
Technology Ventures (Graduate)
Venture Creation (Graduate)
Venture Implementation (Graduate)
Technology Innovation (Graduate)
Strategic HRM (Graduate)

B. INDIVIDUAL STUDENT GUIDANCE

Georgia Tech

Dissertation Committee Member for Can Uslay. Dissertation Title, "The Role of Pricing Strategy in Market Defense." Completed 2005

Independent study director, Doctoral Students-Drew Hess and Trace Hawkins, 2004
First Year Doctoral Student Advisor, Drew Hess, 2003

C. OTHER TEACHING ACTIVITIES

Instructor, Program for Technical Managers, Georgia Tech, 2002

V. PROGRAM AND COMMERCIALIZATION ACTIVITIES 2001-2005

Commercialization Activities

Ventures founded 2001-2006. Six student ventures founded with \$6.4 million in grants and equity funding. Three ventures commercializing University licensed technologies. In total these ventures hold 3 patents with 11 patents pending. Two have achieved successful exit through acquisition. Two are currently housed in the Georgia Tech Advanced Technology Development Center and one is an independently operating business.

Program Creation

Founder, Georgia Tech Business Plan Competition. Between 2001 and 2006, 256 students comprising 61 venture teams from 7 university programs have competed. During the life of the competition \$85,000 in cash prizes and \$135,000 in service prizes raised from local companies have been awarded to student teams.

Founder, Venture Capital Investment Competition at Georgia Tech. Since founding in 2004 as a regional competition of VCIC National, the competition has hosted 16 student teams from eight universities, 10 regionally-based new venture executive teams and 16 venture capital industry professionals and distributed \$15,000 in cash prizes to student teams.

Director, External Venture Competition Program at Georgia Tech. Between 2001 and 2006 student venture teams involved in the external Venture Competition Program finished in the top five at 16 national and international competitions and have been awarded \$60,000 in cash prizes and received funding offers of \$250,000.

VI. SERVICE

A. PROFESSIONAL CONTRIBUTIONS

Editorial Positions

Proceedings Editor, International Council of Small Business (ICSB) Annual Conference, 2005

Proceedings Editor, United States Association for Small Business and Entrepreneurship (USASBE) Annual Conference, 2002-2005

Editorial Board Member, *International Journal of Management and Enterprise Development*, 2004-2005

Service to the Profession

Senior Vice President, Operations, United States Association for Small Business and Entrepreneurship (USASBE) 2008-2010.

Vice President of Publications, United States Association for Small Business and Entrepreneurship (USASBE) 2006-2007

Executive Board Member, Academy of Management Entrepreneurship Division, 2002-2005

AACSB Liaison Committee, Academy of Management Entrepreneurship Division, 2000-2006 (Chair 2000-2004)

Member, Coleman Senior Entrepreneurship Scholars Symposium, 2002

Presenter, CIBER International Entrepreneurship Doctoral Consortium, 2001-2006

Presenter, Doctoral Student Consortium, Southern Management Association, 2002

Chair, Cross Cultural and International Track, Southern Academy of Management, 2001.

Non-Traditional Academician's Committee, Academy of Management Entrepreneurship Division, 1999-2001

Innovations Committee, Academy of Management Entrepreneurship Division, 1997-1999

Discussant, Academy of Management Conference, 1997 and 1998

Discussant, Southern Management Association Conference, 1997 and 1998

Ad Hoc Reviewer

Academy of Management Journal, 1995, 2004, 2005, 2006

Academy of Management, Entrepreneurship Division, 1997, 1998 and 2000

Academy of Management, Conflict Division, 1996-1998

Babson Annual Entrepreneurship Conference, 2004-2005

Entrepreneurship Theory and Practice, 2003

International Journal of Management and Enterprise Development, 2004

Journal of Business Venturing, 1998 and 2002

Journal of Management Studies, 2005-2006

Journal of Small Business Management, 2004

Southern Management Association, Organizational Behavior Division, 1997 and 1998
United States Association for Small Business and Entrepreneurship (USASBE),
2000, 2001

Professional Association Membership

Academy of Management
International Council of Small Business
Southern Management Association
Strategic Management Society
United States Association for Small Business and Entrepreneurship (USASBE)

B. CAMPUS CONTRIBUTIONS

Wake Forest

Member, Strategic Planning Committee for Entrepreneurship Education at Wake Forest,
2007

Georgia Tech

Member, Executive Education Committee, 2005
Member, MSM Committee, 2001-2002 and 2002-2003
Member, College Nominating Committee, 2002-2003
Member, Ph.D. Committee, 2001-2002
Co-Sponsor, Georgia Tech E-Club, 2001-2005
Co-Sponsor, Georgia Tech Consulting Club, 2002-2003

C. OTHER CONTRIBUTIONS

Presentation, TEC CEO Meeting, 2002. The strategic advantages and disadvantages of alliances. Atlanta, Georgia, March 20.

Presentation, EU Executive Workshop, 2001. Entering the EU through strategic alliances. Atlanta, Georgia, June 7.

Facilitator, CEO Workshop Series, 1999. Louisville Chamber of Commerce CEO Development Program. Spring, 1999.

VII. GRANTS AND CONTRACTS

A. AS PRINCIPAL AND CO-PRINCIPAL INVESTIGATOR

A grant from the National Collegiate Inventors and Innovators Alliance (NCIIA).
“Nandex,” a funded \$19,750 E-Team grant for technology commercialization, 2006.

With K. Mark Weaver, a \$15,000 grant from the SBA Office of Advocacy for a White Paper Project on the “Importance of Education to Entrepreneurship,” 2005-2006.

With K. Mark Weaver, a \$3,000 grant from the Coleman Foundation for a White Paper Project on “Global Strategic Alliances,” 2005.

A grant from the National Collegiate Inventors and Innovators Alliance (NCIIA). “Frontier Sensors Non-Contacting Resistance Displacement Transducer,” a funded \$14,800 E-Team grant for technology commercialization, 2005.

A grant from the National Collegiate Inventors and Innovators Alliance (NCIIA). “Torex Application Development,” a funded \$7,750 E-Team grant for technology commercialization, 2004.

With K.M. Weaver, a \$34,000 grant from TAF Asia Foundation for a survey of SME-based strategic alliances in Indonesia, 1997.

With J. Barnes and K.M. Weaver, a \$28,000 grant from the Center for the Study of Western hemispheric Trade for a survey of SME-based strategic alliances in Northern Mexico, 1996.

With F. Martin and K.M. Weaver, a \$7,000 grant from the Scottish Enterprise Foundation, Centre for Enterprise and Management Development at the University of Stirling for a survey of SME-based strategic alliances in Scotland, 1996.

With B. Gibson and K.M. Weaver, a \$6,000 grant from the University of New Castle Center for Economic Development for a survey of SME-based strategic alliances in Australia, 1996.

With L. Davies and K.M. Weaver, a \$100,000 grant from Nordland Forskning for a survey of SME-based strategic alliances in Norway, 1995.

VIII. HONORS AND AWARDS

Elected Fellow, the United States Association for Small Business and Entrepreneurship (Justin G. Longenecker Fellow), 2008.

Outstanding Elective Professor Award, Georgia Tech College of Management, MBA Program, 2006.

Fellow, Coleman Foundation Junior Faculty Mentoring Program: A leadership program for the next generation of entrepreneurship scholars (one of ten participants selected nationally), 2002.

College Nominee for the Georgia Institute of Technology Junior Faculty Teaching Excellence Award, 2002.

Nominated, Best Paper Prize, Strategic Management Society, 19th Annual International Conference, 1999.

Certificate of Distinction for Outstanding Research in the Fields of Entrepreneurship and Independent Business. Presented by the Academy of Management and the National Federation of Independent Business Education Foundation, NFIB Outstanding Dissertation Award Competition, 1998.

Faculty Research Award, College of Business and Public Administration, University of Louisville, 1998.

Citation of Excellence, ANBAR Electronic Intelligence Library, European Clearinghouse for Management Research, 1997, 1998.

Outstanding Graduate Research Award, College of Commerce and Business Administration, University of Alabama, 1997.

Coleman Foundation Best Empirical Paper Award, United States Association for Small Business and Entrepreneurship (USASBE) 10th Annual National Conference, January 1996.

2nd Place, Best Paper Competition, 41st International Council for Small Business (ICSB) World Conference, 1996.

University of Alabama Representative to the Academy of Management OB/ODC/OMT Doctoral Student Consortium, 1996.

Graduate Council Research Fellow, University of Alabama, 1995-1996.

University of Alabama Representative to the Academy of Management Conflict Management Doctoral Consortium, 1994.

Langston T. Hawley Graduate Scholarship Award for the Outstanding Graduate Student in Management, University of Alabama, 1994.