

JANICE A. BLACK

Position: Associate Professor

Work

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SHORT CUT TO SECTIONS
Education
Current Research Focus
Published or Presented Work
Honors
Works in Progress
Other Academic Involvement

EDUCATION					
<u>Degree</u>	<u>Date</u>	<u>University</u>	<u>Degree</u>	<u>Date</u>	<u>University</u>
Ph. D.	1995	Texas Tech University	Community College Credential	1990	University of California, Berkeley
Ed. Specialist, Educational Technology	2004	New Mexico State University	BS, Business Administration	1979	California State University, Sacramento
MBA	1991	Sonoma State University	BA, Communication Studies	1979	California State University, Sacramento

CURRENT RESEARCH FOCUS	
MACRO INTERESTS:	I use Complexity Theory to understand market dynamics and entrepreneurial action taking. I am interested in the development of strategic resources for conditions of ambiguity. The action preferences (conation) of entrepreneurs and their impact on the market are also an

	area of interest. Collaborative inter-organizational forms such as strategic alliances and research and development project teams are an interesting form of entrepreneurship under investigation. One applied use of this form under investigation is that of critical response teams (such as those that respond for natural disasters and terrorist attacks) and their cross organizational influences.
MICRO INTERESTS:	Examining the sets of resources used in strategic competencies broadly define my strategic implementation micro areas of interest. Four specific areas of critical strategic resources frame my research agenda: 1) Change, 2) Organizational Learning, 3) Entrepreneurial Conation, and 4) Distributed Strategic Thinking/Actions by Leaders. I have an interest in the interplay between leader behaviors and followers' actions/reactions and the resulting impact on the organization's context for learning. I am currently working with colleagues on a computer model/simulation. This project will develop a simulation of inter-organizational influences of a context for learning for organizations that respond to critical incidents (CIMON™). I have also become very interested in the use of stories to contextualize strategy and embody strategy implementation/application in organizations.

PUBLISHED/PRESENTED WORK			
SHORT CUT TO CATEGORIES			
<u>REFEREED ARTICLES</u>	<u>EDITED SPECIAL ISSUES & INVITED ARTICLES</u>	<u>GRANTS & CONTRACTS</u>	<u>SCHOLARLY BOOK CHAPTERS</u>
<u>PROCEEDINGS</u>	<u>BOOK REVIEWS</u>	<u>PRESENTATIONS</u>	<u>OTHER REFEREED/INVITED INVOLVEMENT</u>

REFEREED ARTICLES:

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Black, J. A. & King, J. P. Forthcoming/2004. Leaders, Subordinates and the Context for Learning, Research in Competence-Based Management, 1(3).

Black, J. A. & Farias, G. Forthcoming/2004. Entrepreneurial Conation and the United States Markets of the 1990s, Research in Competence-Based Management, 1(2).

Wang, L., Black, J. A., & Hinrichs, K. 2004. [The Effect of Environment, Learning, and Values on Strategic Decision-Making: A Case Study of an American Health Care Clinic](#). IBAT Journal of Management, 1(1):47-74.

Gray, S. R. & Black, J. A. 2003. Small Business Development Centers: Challenges and opportunities. Journal of Small Business Strategy, 14(2):

- Black, J. A. 2003. From An End-State Fit To A Fitting Dynamic Focus: Implications For Organizational Studies From Austrian Economics, Journal of Business Strategies, 20(2):157-172.
- Black, J. A. & Smith, Y. S. 2003. Looking Through New Lenses: Complexity Theory and the Christian Life, Journal of Biblical Integration in Business, (Fall): 8-34.
- Adler, T. R., Scherer, R. F. & Black, J. A. 2003. The Role Of Teams In The Outsourcing Decision: A Strategic Conceptualization, Review of Business Information Systems. 7(2): 83-98.
- Adler, T., Black, J., & Loveland, J. 2003. Complex Systems, Boundary Spanning, & Education, Journal of European Industrial Training, 27(2/3/4):111-124.
- Black, J. A. & Farias, G. 2000. [Dynamic strategies: Emergent journeys of entrepreneurs](#), Emergence, 2(1):101-113.
- Black, J. A. & Edwards, S. 2000. [Emergence of virtual or network organizations: Fad or feature](#), Journal of Organizational Change Management, 13(6): 567-576.
- Black, J. A. 1998. [Entrepreneur or entrepreneurs? Justification for a range of definitions](#). Journal of Business & Entrepreneurship, (March 1998) 10(1): 45-65.
- Black, J. A. & Boal, K. 1994. [Strategic resources: Traits, configurations and paths to sustainable competitive advantage](#). Strategic Management Journal: Special Summer Issue on New Paradigms, 15:131-148.
Reprinted 1998 in (Robert G. Dyson and Frances A. O'Brien, eds.) Strategic Development: Methods and Models, Chichester, UK: John Wiley & Sons.

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EDITED SPECIAL ISSUES & INVITED ARTICLES:

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Edited Special Issue of Journal of Organizational Change Management

- Black, J. A. 2000. [Fermenting change: Capitalizing on the inherent change found in dynamic non-linear \(or complex\) systems](#). Journal of Organizational Change Management, 13(6), 520-525.

Edited Special Issue of Journal of Business & Entrepreneurship

- Black, J. A. 1999. [Complexity theory implications for leadership, organizing, generating change, using sensemaking, and influencing external perceptions](#). Journal of Business & Entrepreneurship, 11, Special Issue iii-ix. (Editorial Overview).

Invited Papers

- Black, J. A., 2004. Being in a Formal Leadership Position Makes a Difference in the Development of a Context-for-Learning: Such Differences May NOT Always be Positive, New Mexico Business Outlook, Vol. 1, June, electronic publication viewable at:
<http://bbrs.nmsu.edu/nmbizoutlook/showarticle.php?articleID=40603>
- Black, J. A., 2004. Context-for-Learning in Small Businesses, New Mexico Business Outlook, Vol. 1, April, electronic publication viewable at:
<http://bbrs.nmsu.edu/nmbizoutlook/showarticle.php?articleID=40403>

Savage, G. and J. A. Black. Fall, 1995. Varieties of field research: The studies in their methodological context, in A. Stewart and G. Savage (Eds.) 1995 Special Issue: Field Research on Firm Level Entrepreneurship in Entrepreneurship Theory & Practice, 19 (3), 25-34.

2000. Reprinted in (Paul Westhead and M. Wright, Eds.), *Advances in Entrepreneurship*, EDWARD ELGAR PUBLISHING LTD, Glensanda House, Montpellier Parade, UK

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GRANTS & CONTRACTS:

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- 2002-2004 \$78,000.00 Funding Agency:** Environmental Protection Agency: Southwest Center for Environmental Research and Policy (SCERP).
Project Title: An Investigation into the Strategic Management Issue of Creating Contexts to Support Learning & Change in the Hydrology System of the Border Region of Lower Rio Grande: Pilot Study & Implications (Short Title: Context for Learning and Hydrology System).
Principle Investigator: Janice A. Black
- 2000 \$750.00 Funding Agency:** NMSU-General Research Mini-grant Spring/Summer.
Project Title: Development of a data set of Human Resource managers in the border area. Funded student for 80 hours of work.
Principle Investigators: Dan Costley & Janice A. Black
- 1999 \$500.00 Funding Agency:** NMSU- General Research Mini-grant Spring/Summer.
Project Title: Develop web-based database of current articles in top management journals for past 5 years.
Principle Investigator: Janice A. Black
- 1998 \$1000.00 Funding Agency:** NMSU- General Research Mini-grant Spring/Summer.
Project Titled: Develop questionnaire for Conation Grid (and testing at a site) Entrepreneurship Research Grant to gather articles and classify them for entrepreneurship article on Conation Grid. Funded for Summer 1998.
Principle Investigator: Janice A. Black

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SCHOLARLY BOOK CHAPTERS:

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- Black, J. A. Forthcoming/2004. Facilitating the Development of Organizational Competence: Managerial Expertise in (Eds. Ron Sanchez & Ameer Heene), Advances in Applied Business Strategy: Volume 3 – Resources, Stakeholders, and Renewal. Elsevier Pergamon.
- Black, J. A., King, J. P. & Oliver, R. L. Forthcoming/2004. Simulation of Emergence of Context for Learning in (Eds. Ron Sanchez & Ameer Heene), Advances in Applied Business Strategy: Volume 3 – Resources, Stakeholders, and Renewal. Elsevier Pergamon.
- Black, J. A., Fabian, F. H., and Hinrichs, K. Forthcoming/2004. Fractals, Stories, and the Development of Coherence in Strategic Logic. in (Eds. Ron Sanchez & Ameer Heene), Advances in Applied Business Strategy: Volume 1 -- Competence Perspectives on Managing Internal Processes. Elsevier Pergamon.
- Black, J. A. & Edwards, S. 2001. A Virtual Teams and organizations: A Complexity Analysis of Emerging Organizing Structures in (Eds.) Advances in Team Research, JAI Press.127-147.

Black, J. A. & Fabian, F. H. 2000. [Fractals, Nested Resources and Competence Based Competition](#). In Ron Sanchez & Ameer Heene (Eds.) Theory Development for Competence-Based Strategic Management. Chichester, UK: John Wiley & Sons. 1-30.

Black, J. A. & K. Boal. 1997. [Assessing the Capacity to Change](#), in A. Heene & R. Sanchez (Eds.), Competence-Based Strategic Management. Chichester, UK: John Wiley & Sons. 151-168.

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PROCEEDINGS: (Papers are not listed as presented if listed here.)

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Black, J. A., Oliver, R., 2004, [Proactive Versus Passive Leader Behavior and Style Influences on the Group Level Context-For-Learning](#), Proceedings of the *Irish Academy of Management*, September 2004.

Black, J. A., Oliver, R. L., & Howell, J., 2004. [The Effects of the Workgroup on the Development of the Roles of the Shift Leader](#), Proceedings of the *2004 British Academy of Management* meeting, St. Andrews, Scotland

Black, J. A. & Oliver, R., 2004, [Comprehensive Leadership Training and the Context-for-Learning](#), Proceedings of the *2004 British Academy of Management* meeting, St. Andrews, Scotland

Black, J. A. & Thomas, E. 2004. Land Grant Universities: Maintaining Academic Balance in an Era of Continual Change. Proceedings of the 2004 American Society for Business and Behavior Sciences, Las Vegas, NV.

Thomas, E. & Black J. A., [Change Issues and Implementation Practices for Micro-Business Health Care Organizations](#), Proceedings of the 2004 Federation of Administrative Disciplines, Southwest Academy of Management Division, Orlando Florida

Black, J. A., Farias, G. & Isaacs, G., [Entrepreneurial Conation Across the Turn of the Millennium](#), Proceedings of the 2004 Federation of Administrative Disciplines, Southwest Academy of Management Division, Orlando Florida

Black, J. A., King, J. P., & Oliver, R., 2004. [Effects of Participative Leadership on Development of Context for Learning: Power Influences in Action](#), Proceedings of the 2004 Federation of Administrative Disciplines, Southwest Decision Science Institute Division, Orlando Florida

Black, J. A. 2004. [Accountability for Higher Education: Applying the Balanced Scorecard](#), Proceedings of the 2004 Federation of Administrative Disciplines, Southwest Decision Science Institute Division, Orlando Florida

Black, J. A. & Thomas, E. 2003. Technology, Society, Education & the Business School: Meeting the challenge. Proceedings of the 2003 Federation of Administrative Disciplines, Southwest Academy of Management Division, Houston, TX.

Adler, T., Black, J. A. & Loveland, J. P. 2002. [Complex systems: Boundary spanning training techniques](#), Proceedings of the 2002 Irish Academy of Management, Waterford, Ireland.

Fabian, F. H. & Black, J. A. 2001. [Dominant strategic logic: Fractals of entrepreneurial conation and cognition](#), Proceedings of the 2001 Federation of Administrative Disciplines, Southwest Academy of Management Division, New Orleans, LA.

Hermans, C. & Black, J. 2000. Acting local while thinking global: A theoretical framework for levels of analysis in sub-country data aggregation, Proceedings of the 2000 Federation of Administrative Disciplines, International Business Division, San Antonio, TX.

Black, J. A. & Edwards, S. D. 1998. Sustaining Business Ecological Systems Through Virtual Organizations: A Complexity Theory View, International Business and Economics Research Yearbook of the International Association of Business Disciplines meeting in October in El Paso, Texas, 17-22.

Black, J. A. 1998. [Austrian economics, dynamic fitting and organizational studies implications](#), Proceedings of Southwestern Federation of Administrative Disciplines, 25th Anniversary Meeting, Dallas, TX, 66-70.

Black, J. A. 1996. [The Resource-Based View and Organizational Structure](#). Proceedings of the Eleventh Annual Texas Conference on Organizations: New Forms of Organizing, Lago Vista, Texas.

Black, J. A. , Farias, G. & Mandel, S. 1995. [The fit-misfit dynamic. Best Papers with Doctoral Students as Lead Authors Presentation](#), Proceedings of Tenth Annual Texas Conference on Organizations: Exceptional Organizations: Learning from Outlier Cases, Lago Vista, Texas., 171-180.

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BOOK REVIEWS:

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Black, J. A. 2002. Book Review of Organizational Change and Innovation Processes: Theory and Methods for Research by M. S. Poole, A. H. van de Ven, K. Dooley, & M. Holmes, 2000, Oxford University Press: NY, NY. In Journal of Business & Entrepreneurship. Pp. 167-170.

Black, J. A. 2002. Book Review of Organizational Change and Innovation Processes: Theory and Methods for Research by M. S. Poole, A. H. van de Ven, K. Dooley, & M. Holmes, 2000, Oxford University Press: NY, NY. In Journal of Business & Entrepreneurship. Pp. 167-170.

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PRESENTATIONS:

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Black, J. A. & Sherman, W. S., 2004, Entrepreneurs And Christ's Entrepreneurial Process, to be presented at the *2004 Christian Business Faculty Association*, San Antonio, October 2004, Texas.

Black, J. A., Oliver, R. & King, J. P., Simple and Complex Proactive Leader Behaviors' Effect on Development of Context-for-Learning, to be presented at *2004 annual Strategic Management Society*, November 2004.

Black, J. A., Loveland, J., Mills, S., Hinrichs, K., Boal, K. and Washington, M. 2004, The relationship between performance, affinity and peer group evaluations of team members, to be presented at the *2004 British Academy of Management* meeting, St. Andrews, Scotland.

- Adler, T. & Black, J. A., 2004, Strategic Social Theatre: More than 'Just Doing It' in the Emergent Implementation Process, Presented at the *BPS Division of the 2004 Academy of Management National Meeting*, New Orleans, LA. (David Boje was also a part of this paper but not allowed to be included in the official listing due to participation restrictions.).
- Wang, L., Black, J. A., & Hinrichs, K., 2004. If Not Rational, Then What? A Study of Strategic Decision-Making Patterns at a Nurse Practitioner Office, Presented at *Western Academy of Management*, Anchorage, Alaska, April, 2004.
- Black, J. A., Oliver, R. & King, J. P., 2004. Effects of Member, Participative, Balanced and Autocratic Leadership Power Relations on Development of Context for Learning, *Presented at Western Academy of Management*, Anchorage, Alaska, April, 2004.
- Black, J. A. & Fabian, F. H. 2004. Organizational Knowledge as Embedded Fractals of Concepts and Themes, *Presented Component of Symposium to Western Academy of Management*, Anchorage, Alaska, April, 2004.
- Black, J. A., Isaacs, G. & Preito, L. 2003. International Ventures and Their Impact on Host-National Leadership Profiles, *Presented at 2003 Western Academy of Management Meeting*, Palm Springs, CA.
- Black, J. A. 2002. Facilitating the Development of Organizational Competence: Managerial Expertise. *Presented at the 2002 International Conference on Competence-Based Competition*, Lausanne, Switzerland.
- Black, J. A. & Farias, G. 2002. Entrepreneurial Conation and the United States Markets of the 1990s. *Presented at the 2002 International Conference on Competence-Based Competition*, Lausanne, Switzerland.
- Adler, T. R., Scherer, R. F., & Black, J. A. 2002. Factors Affecting Team-Based Judgment of Value in an IT Outsourcing Framework. *Presented at the OM Division, Annual Academy of Management Meeting*, Denver, Colorado.
- Black, J. A., Fabian, F. H. & Hinrichs, K. 2002. Fractal Development as a Metaphor for the Creation of Strategic Coherence. *Presented at the BPS Division, Annual Academy of Management Meeting*, Denver, Colorado
- Black, J. A., Farias, G., & Adler, T. R., 2002. Cycles of Entrepreneurial Information Processing Behaviors in the Information Age, *Presented at the 2002 Western Academy of Management Meeting*, Santa Fe, NM.
- Black, J. A., Fabian, F. H. & Hinrichs, K. 2002. Strategic Coherence: The Fractal Development of Strategy Through the Use of Stories. *Presented at the 2002 Western Academy of Management Meeting*, Santa Fe, NM
- Black, J. A. & King, J. P. 2001. Leader Effects on Work Teams: The Dynamics of Charisma, Position and Expertise Power on the Context for Learning. *Bernard Bass Festschrift*. Binghamton, NY.
- Farias, G. & Black, J. A. 2001. Systems Theory and Complexity Theory: A Conceptual Bridge, presented at the 2001 *Western Academy of Management Meeting* in Sun Valley, Idaho.
- Black, J. A. & Hermans, C. 2000. Technological Epochs, Organizations & Markets. Presented at the Management History Division, *Annual Academy of Management Meeting*, Toronto, Canada.

- Farias, G. & Black, J. A., 2000. Requisite Variety & Complexity Theory: Simple Organizations; Complex Individuals. Presented at the Organization Management & Theory Division, *Annual Academy of Management Meeting*, Toronto, Canada.
- Black, J. A., Fabian, F. H. & Hinrichs, K. 2000. Fractals, Stories and the Development of Coherence in Strategic Logic, presented at the *Competence 2000*, Helsinki, Finland.
- Black, J. A. & King, J. P. 2000. Simulation of the Emergence of Capacity to Change: Organizational Example, presented at the *Competence 2000*, Helsinki, Finland.
- Black, J. A. & King, J. P. 2000. Simulation of the Emergence of Capacity to Change: Basic Model, presented at the *Coherence Conference*, Boston, MA.
- Black, J. A. & Edwards, S. 2000. Virtual Teams And Organizations: A Complexity Analysis Of Emerging Organizing Structures, presented at the *Symposium on Work Teams*, University of North Texas; Denton, Texas.
- Black, J. A. & King, J. P. 2000. Leaders, Subordinates & Change: A cross-level complex Adaptive System Simulation, presented at the Sun-Break 2000: Conference on Organization, Las Cruces, NM.
- Black, J. A. & King, J. P. 1999. Complex Organizational Behavior: A Simulation-based Exploration, presented at the *1999 Annual Meeting of the Strategic Management Society* in Berlin, Germany.
- Black, J. A., & Farias, G 1999. Dynamic Strategies: Emergent Journeys of Entrepreneurs, presented at the annual *Academy of Management Meeting*, 1999, Chicago, IL.
- Sherman, W. S. & Black, J. A. 1998. Crazy as a Fox – Strategy Unbound, *Presented at the Annual Strategic Management Society Meeting* in November in Orlando, Florida
- Black, J. A., Boje, D., Hauge, F., Rosile, G.A. 1998. Complexity, Change And Entrepreneurship, An ODC Symposium for *the annual Academy of Management Meeting*, 1998, San Diego, CA.
- Black, J. A. & Hauge, F. 1998. Fractals, Nested Resources and Competence Based Competition. *Competence-Based Competition Conference*, Oslo, Norway June 1998.
- Black, J. A. 1998. Entrepreneurs, Complexity, & Austrian Economics. *Sun-Break '98: Conference on Organizations, Non-linearity and the Organization*, Las Cruces, New Mexico.
- Black, J. A. & Gruber, G. 1998. Technology, Education & the Information Age. *Sun-Break '98: Conference on Organizations, Non-linearity and the Organization*, Las Cruces, New Mexico.
- Black, J. A., Boje, D., & Rosile, G. A. 1997. Entrepreneurial Conation: Strategically Addressing Market Dynamism and Complexity, *17th Annual International Conference of the Strategic Management Society*, Barcelona, Spain.
- Black, J. A. 1997. Understanding Entrepreneurs and Entrepreneurship in a Disequilibrium Based World. *Annual Meeting of the Academy of Management*, Boston, Massachusetts.
- Black, J. A. & Farias, G. 1996. The creation of complexity: Staying one step ahead of the game. *INFORMS Annual Meeting, Meeting within a Meeting on Complexity Theory*, Atlanta, Georgia.
- Black, J. A., Farias, G. & Mandel, S. 1996. The Fitting Dynamic and Complex Markets. *Western Academy of Management Annual Meeting*, Banff, Canada.

- Black, J. A., Farias, G. & Mandel, S. 1996. The Fitting Dynamic and Complex Markets. *Western Academy of Management Annual Meeting*, Banff, Canada.
- Black, J. A. & Boal, K. B. 1995. Resource bundles of the competency, organizational orientation to change context creation. *SMS Third International Workshop on Competence-Based Competition: The Theory and Practice of Competence-based Strategy*, Ghent (Belgium).
- Black, J. A. & G. Savage. 1994. Suspension of disbelief: Crossing the barriers between researchers. Research Methods Division. *Annual Meeting of the Academy of Management*, Dallas, Texas.
- Black, J. A. & M. Peterson. 1994. Jurassic data. *Roundtable Discussion, Ninth Annual Texas Conference on Organizations*, Lago Vista, Texas.
- Black, J. A. & K. Boal. 1993. Strategic resources: Traits, configurations and paths to sustainable competitive advantage. *SMJ Conference on the "Search for New Strategy Paradigms"*. University of Michigan, Ann Arbor, MI.
- Black, J. A. & K. Boal. 1993. Value configurations for strategic firm resources. *34th Annual Meeting of the Western Academy of Management*, San Jose, CA.
- Black, J. A. 1993. Stereoscopic epistemological bases and the presentation of qualitative research. *The 1993 University of North Texas Qualitative Interest Group Conference: Qualitative Research: the Process and the Product*, Denton, Texas.
- Black, J. A. 1993. Philosophy of social science and research programs: A bifocal look at the accumulation of knowledge. *Sigma Xi Research and Creativity Day*, Texas Tech University, Lubbock, Texas.

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OTHER REFEREED/INVITED INVOLVEMENT:

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- Black, J. A. 2004. Roundtable Mentor, Entrepreneurship Doctoral Student Consortium, *Academy of Management*, New Orleans, LA.
- Black, J. A. 2004. Leveraging Service into Research, Talk to the Doctoral Student/Jr. Faculty Colloquium, *Western Academy of Management*, Anchorage Alaska
- Black, J. A. & Davis, J. 2003. Use of Dynamic System Modeling in Leadership Research, Presented at Professional Development Workshop at the annual *Academy of Management Meeting*, Seattle, WA.
- Black, J. A. & King, J. P. 2000. Leader's complex behaviors and the capacity to facilitate learning, Presented to *Ph. D. Colloquium* at Texas Tech University.
- Black, J. A. 1999. So Just What is the Definition of Complexity Theory, Anyway? Participant in the Winter Conference of Organization Science on negotiating the Shoals of Chaotic Environments. Facilitated presentation/discussion at the *Organization Science Winter Conference* in Keystone, Colorado, January 2-5, 1999.
- Black, J. A. 1996. Resource-based theory and its impact on understanding organizational structure. *Working Paper Roundtable Discussion, Eleventh Annual Texas Conference on Organizations: New Forms of Organizations*, Lago Vista, Texas.

- Black, J. A. 1996. Resource-based theory and its impact on understanding organizational structure. *Working Paper Roundtable Discussion, Eleventh Annual Texas Conference on Organizations: New Forms of Organizations*, Lago Vista, Texas.
- Black, J. A. , Farias, G. & Mandel, S. 1995. The fit-misfit dynamic. *Working Paper Roundtable Discussion, Tenth Annual Texas Conference on Organizations: Exceptional Organizations: Learning from Outlier Cases*, Lago Vista, Texas.
- Black, J. A. 1993. Participant in "Competitive Symposium Session. Track One: Beyond the Next Quarter: Constructing Enduring, Long-Run Business Strategies." *The 34th Annual Meeting of the Western Academy of Management*, San Jose, CA.

HONORS

Best Paper Awards:

Black, J., Farias, G. & Mandel, S. 1995. The fit-misfit dynamic. *Best Papers with Doctoral Students as Lead Authors Presentation, Tenth Annual Texas Conference on Organizations: Exceptional Organizations: Learning from Outlier Cases*, Lago Vista, Texas. One of three equally ranked papers.

2nd Runner Up:

Black, J. A. 1998. Austrian Economics, Dynamic Fitting And Organizational Studies Implications, *Southwestern Federation of Administrative Disciplines, 25th Anniversary Meeting*, Dallas, TX

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WORK IN PROGRESS

SHORT CUT TO CATEGORIES

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UNDER REVIEW:

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- Black, J. A. & Oliver, R. Facilitating Change: Comprehensive Leadership Training and the Leader's Effect on a Context-for-Learning, under review at Journal of Business Strategies, May 2004
- Thomas, E. & Black J. A., Change Issues and Implementation Practices for Micro-Business Health Care Organizations, to be submitted to Entrepreneurship Theory & Practice
- Black, J. A., Oliver, R., Proactive Versus Passive Leader Behavior and Style Influences on the Group Level Context-For-Learning, to be submitted at ?, September 2004

- Black, J. A., Oliver, R. & Howell, J. The Effect of Subordinate Workgroups on the Development of Leadership Skills, to be submitted to the British Journal of Management, August 2004
- Black, J. A., Loveland, J., Mills, S. Hinrichs, K. Boal, K. & Washington, M. The Relationship Between Performance, Affinity and Peer Group Evaluations of Team Members to be submitted to 2005 Academy of Management, and to Academy of Management Learning and Education
- Black, J. A. & Oliver, R. Socially-Created Resources: Human Capital, Social Capital, Dynamics and Agent-Based Computational Modeling, under review at Academy of Management Review Special Issue on Interplay of Theory and Methods, May 5, 2004.
- Black, J. A., Oliver, R. & King, J. P., Simple and Complex Proactive Leader Behaviors' Effect on Development of Context-for-Learning, accepted at *Strategic Management Society*, and under review at Strategic Management Journal.
- Adler, T. R., Boje, D. M. & Black, J.A. Strategic Social Theatre: More than 'Just Doing It' in the Emergent Implementation Process, under review at Administrative Science Quarterly, May 2004
- Black, J. A., King, J. P., Howell, J. and Oliver, R., Mastery or Mediocrity: Leader Behaviors' Impact on Group Context-for-Learning, under 2nd review at Leadership Quarterly. **Revise and Resubmit #2.**
- Boje, D. M., Adler, T. R. & Black, J. A., Theatrical Facades and Agents in a Synthesized Analysis from Enron Theatre: Implications to Transaction Cost and Agency Theories, under review at TAMARA Journal, March 2004
- Black, J. A., Oliver, R. & King, J. P., Effects on Development of Context for Learning of Position Power: Member, Participative, Balanced and Autocratic Leadership, to be submitted to Organization Science
- Black, J. A., Fabian, F. H. & Hinrichs, K. Fractals of Strategic Coherence in a Successful Nonprofit Organization. Under review at Nonprofit Management & Leadership, March 2004.
- Black, J. A., Farias, G. & Isaacs, G., Entrepreneurial Conation Across the Turn of the Millennium, to be submitted to Journal of Business & Entrepreneurship

WORKING PAPERS:

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- Black, J. A., Farias, G., Adler, T. R., & Vickery, R. Cycles of Entrepreneurial Information Processing Behaviors, (Development of Simulation in process) planned submission to Journal of Business Venturing
- Farias, G. & Black, J., Requisite Variety Implications from Complexity Theory: Complex Individuals; Simple Organizations, Planned submission to Organization Science
- Black, J. A. & Hermans, C., Markets and the Impact of Technological Epochs, planned submission at the Journal of Business and Entrepreneurship.
- Black, J. A., Isaacs, G., Preto, L. & Vickery, R. Balancing the Tension: International Ventures and Their Impact on Host-National Leaders' Profiles, Planned submission to *2005 annual Southern Academy of Management Meeting* and Strategic Management Journal.
- Black, J. A., King, J. P. & Oliver, R., Effects of Departmental Transfers of Leaders in Governmental Bureaucracy, Planned 2004 submission to *Southwest Academy of Management* and then to Public Administration and Leadership Journal

- Black, J. A., Oliver, R. & King, J. P. Effects of Leader Behaviors on Public Service Teams: A Range of Contexts within the Same Division, Planned submission to *2005 Competence Based Management* and then to a [Research in Competence-Based Management](#).
- Black, J. A., King, J. P. & Oliver, R., Implications of Leaders and Resistance to Change in the Hydrology System of the Mid-Rio Grande, planned submission to [Journal of American Water Works Association](#)
- Black, J. A., Savage, G., & Glissmeyer, M, Suspension of disbelief: The bridge between research paradigms. Planned 2004 submission to [Journal of Management Inquiry](#).

OTHER ACADEMIC INVOLVEMENT			
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TEACHING	SERVICE	PROFESSIONAL MEMBERSHIPS	
WORKSHOPS	PROFESSIONAL DEVELOPMENT	WORK EXPERIENCE	

TEACHING:

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		<u>Undergraduate</u>	<u>Graduate & Executive Programs</u>
New Mexico State University	Associate Professor, Fall 2003- current	Integrated Business Concepts 2 (Strategy Implementation) Entrepreneurship (on-line)	MBA Final Projects MBA Strategic Management
	Assistant Professor, Fall 1997 - Spring 2003	Integrated Business Concepts 2 (Strategy Implementation) BUSA 421: Integrated Business Concepts 1 (Strategy Formulation) Entrepreneurs & Strategy Strategic Management	MBA Final Projects MBA Strategic Management Ph.D. Strategy Seminar Ph.D. Current Management Issues Seminar

Michigan State University Visiting Assistant Professor, Fall 1996 - Spring 1997

Strategic Management

Strategies in Global Environments
(PIMS Executive Program)

Texas Tech University Visiting Lecturer, Fall 1995 - Spring 1996

Organizational Behavior

Strategic Management

Wayland Baptist University Visiting Assistant Professor, 1995

Strategic Marketing

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WORKSHOPS:

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2004:Leadership of High Performance Organizations. Developed and presented ½ day conference workshop on the characteristics of leaders in high performance organizations. Three key note speakers presented. Workshop/Conference was sponsored by [SCERP](#).

High Performance Organizations & Empowerment. Developed and presented 1 ½ day workshop for and at a joint managerial certificate program for Mexican executives between New Mexico State University and ITESM (Monterrey Tech University, Ciudad Juarez).

2003:Strategic Thinking and Change Workshop. Developed and presented 1 ½ day workshop for and at a joint managerial certificate program for Mexican executives between New Mexico State University and ITESM (Monterrey Tech University, Ciudad Juarez).

2001:Strategic Management Overview Workshop. Developed 1 day extension of previous workshop in certificate program. Presented full 1 ½ day workshop (in English) for and at a joint managerial certificate program for Mexican executives between New Mexico State University and ITESM (Monterrey Tech University, Ciudad Juarez).

2000: Mentoring Workshop. Developed customized workshop on mentoring that was presented to the Nursing Staff at William Beaumont Medical Center, Fort Bliss, TX under the command of Lt. Col. West.

Strategic Assessment for Public School Administrators.

Developed and presented in person and through the web a program in strategic assessment for Public School Administrators for Administrators involved in a grant funded doctoral program.

1999: Professional Use of PowerPoint. Developed and presented to Teachers attending the NASA grant for teacher and technology integration, Spring 1999, College of Education, NMSU.

Strategic Leadership Development Program: Presented rounds 2 & 3 of 16

hour workshops entitled: Supervising Challenges for the 21st Century, Envisioning the Future, Translating the Vision to the Front Line, Basic Decision-Making, Basic Problem Solving, Changing Behavior to Improve Performance for a local hospital.

1998: Strategic Management Overview Workshop. Developed a ½ day workshop on Mission Statements and Stakeholders and presented (in English) for and at a joint managerial certificate program for Mexican executives between New Mexico State University and ITESM (Monterrey Tech University, Ciudad Juarez).

Strategic Leadership Development Program: Developed 3 level program

offered through New Mexico State University. Personally developed and presented 16 hour workshops entitled: Supervising Challenges for the 21st Century, Envisioning the Future, Translating the Vision to the Front Line, Basic Decision-Making, Basic Problem Solving, Changing Behavior to Improve Performance for a local hospital.

SERVICE:

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Conference Organizer:

SunBreak Conference on Organizations, 1998, 2000, 2002

Ad hoc Reviewer for Journals:

Journal of Organizational Change

Journal of Business & Entrepreneurship

Management

Strategic
Management
Journal
Academy of
Management
Review

Journal of Organizational
Studies

**Reviewer for
Conferences:**

Academy of
Management
Annual Meeting
Southwestern
Academy of
Management
SunBreak
Conference for
Organizations

Western Academy of
Management

Southwestern Decision
Science Institute

Texas Conference for
Organizations

**Positions in
Professional
Organizations:**

Placement, Associate Director, Academy of
Management, 2004-2005

Track Chair, Southwestern Academy of
Management, Strategy, Governmental & Non-Profit,
2004-2005

Placement, Assistant Director, Academy of
Management, 2003-2004

Placement, Academy of Management annual
meeting, Volunteer Worker in 1997, 1998, 1999, 2000,
2001, 2002, 2003

Session Chairs/Discussants: Academy of
Management, Western Academy of Management,
Southwestern Academy of Management, Southwestern
Decision Science Institute, Strategic Management
Society

Participant/Presenter, Entrepreneurship Doctoral
Student Consortium, Academy of Management, 2004;
Doctoral Student Jr. Faculty Consortium, Western
Academy of Management, 2004

**Special Issue
Editor:**

Journal of Organizational Change Management

Journal of Business & Entrepreneurship

**College
Committees &**

2003-2004 Graduate Policy Committee, Chair

Projects:

2000-2004 Course Coordinator of Team Taught BUSA 422
Summer 2003: Advisor to College Strategic Policy Committee
2002 Ad Hoc Committee Member for Distance-Based Part-Time Doctorate
2001-2003 Teaching Excellence Committee Member
2001 Entrepreneurship Business Plan Contest Judge
2001 Development Committee for Accenture Case Competition
1998-2003 Entrepreneurship Area Task Force Member
1997-2001 Undergraduate Curriculum Committee Member

Doctoral Student Committees:

Leonel Preto, Dissertation Committee,
Kim Hinrich, Dissertation Committee Chair, Completed Summer 2003
Lori Paris, Dissertation Committee, Completed Summer 2003, Best Paper from Dissertation Award, Academy of Management 2004
Chuck Herman, Dissertation Committee, Completed Spring 2003
Nancy Landrum, Dissertation Committee, Completed Spring 2000
Stephen Marx, Dissertation Committee, Completed Fall 2000

Presentations (Non-conference):

2003: How Leaders Can Help Their People to Handle Change, New Mexico Public Purchasing Association, Las Cruces, New Mexico

2001: Mentoring: A Participative Example, Business Advisory Council, College of Business Administration & Economics

1999: Update on New Integrated Business Core, Business Advisory Council, College of Business Administration & Economics

1998: The New Integrated Business Core, Business Advisory Council, College of Business Administration & Economics

**PROFESSIONAL
DEVELOPMENT:**[SECTION TOP](#)**2004:** Degrees Received:Ed. Specialist Degree, Learning Technologies, NMSU,
Began in 1998, Awarded Spring 2004Professional
Meetings
Attended:Academy of
Management

Strategic Management Society

British Academy
of Management
Christian
Business
Faculty
Association
Southwestern
Academy of
Management
Southwestern
Decision
Science Institute

Irish Academy of Management

Southwest Environmental
Regional PolicyWestern Academy of
Management**2003:** Professional
Meetings
Attended:Academy of
ManagementWestern Academy of
ManagementSouthwestern
Academy of
ManagementDevelopment
Workshops
Attended:Course Design Workshop, Teaching Academy,
Presented by Dee Sink (6.5 hours)**2002:** Professional
Meetings
Attended:Academy of
ManagementWestern Academy of
ManagementInternational
Conference on
Competence
Based
Management,
Lausanne,
SwitzerlandDevelopment
WorkshopsWeb-CT Refresher Course, ITAL, Scholarly Technology
Workshop, 1 week

Attended:

2001:Professional
Meetings
Attended:

Bernard Bass
Festshrift

Western Academy of
Management

Irish Academy of
Management

Southwest Academy of
Management

2000:Professional
Meetings
Attended:

Academy of
Management

Institute for the Study of
Emergence and Coherence

Southwest
Academy of
Management
Western
Academy of
Management

Symposium on Work Teams

Sun-Break Conference on
Organizations

Development
Workshops
Attended:

Jr. Faculty Consortia for Entrepreneurship Division at
Academy of Management, Toronto, Canada

Web-CT up-date course

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PROFESSIONAL MEMBERSHIPS: (DATE AT
WHICH MEMBERSHIP BEGAN)

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Academy of Management, 1992
The Institute of Management Studies, 1993
Strategic Management Society, 1993
Western Academy of Management, 1993
Southwest Academy of Management, 1994
OBTC, 1998
Southwest Decision Science Institute, 2004
British Academy of Management, 2004
Irish Academy of Management, 2004

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**OCCUPATIONAL
EXPERIENCE:**

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Black and Associates, Consulting 1997/current

Chief Financial Officer, The Golf Tee, Inc. 1989/1992

Staff Accountant, JoAnn Ritko Pozzi, CPA. 1987/1988

Staff Accountant, Benjamin C. Steele, CPA. 1986/1987

Consultant/Owner, Business and Research Services 1981/1986

Field Auditor, Nevada Industrial Insurance Commission, State of Nevada 1980/1981