

## **James Michael Alford**

Department of Business Administration

Date Promoted to Professor: August 17, 1993

### Education:

Ph.D. in Business Administration – University of Georgia 1986

Major Area: Strategic Management

Minor Area: Technology Management

M.S.I.E. – University of Oklahoma 1970

Major Area: Ergonomics

Minor Area: Organization Theory

B.S. – U.S. Naval Academy 1960

Major Area: Engineering

### Professional Schools:

U.S. Air Force Electronics Officers Course 1964

U.S. Air Force Allied Academic Instructors Course 1972

U.S. Air Force Electronic Staff Officers Course 1976

U.S. Air Force Air Command and Staff School 1976

## **SCHOLARLY AND PROFESSIONAL ACTIVITIES**

### **PUBLICATIONS**

#### **INTELLECTUAL CONTRIBUTIONS**

##### **BOOK:**

EMPLOYING ROBOTICS IN SMALL MANUFACTURING FIRMS: Strategic Implications, Krieger Publishing Company, Melbourne, FL, 1988, ISBN 0-89464-222-7.

##### **REFERED ARTICLES:**

"Managing Workplace Ethics Can Generate Competitive Advantage," with Mark A. Bebensee, JOURNAL OF BUSINESS & ECONOMICS RESEARCH, Volume 8, Number 1, January 2010.

"Prepare Your Business for the Ethics Bubble," with Mark A. Bebensee, INTERNATIONAL JOURNAL OF ARTS AND SCIENCES, Volume 3, Number 7, January 2010.

"Developing and Conducting a Course in Applied Business Ethics," JOURNAL OF APPLIED BUSINESS RESEARCH, accepted for publication in Fall 2003.

"Enhancing Competitive Advantage Using Productivity Improvement Tax Credits," THE ENTREPRENEURIAL EXECUTIVE, Spring 2001.

"Contingency Planning Should be Operationalized," INDUSTRIAL MANAGEMENT, March/April 1995, pp 5-9.

"Computer and Information System Warranties: Caveat Emptor," (with A.B. Strauch) ADVANCES IN ACQUISITION AND COLLECTION DEVELOPMENT AND RESOURCE MANAGEMENT, JAI Press, Inc., 1995.

"Are You Taking Advantage of the Productivity Incentives in the Tax Reform Act of 1986?," with B.P. Woodside and M.F. Hartley, INDUSTRIAL MANAGEMENT, March/April 1993, pp. 22-25.

"Small Business Financial Planning: A Computerized Approach for a Non Computerized Environment," with J.J. Chrisman, WISCONSIN SMALL BUSINESS FORUM, (now titled the Small Business Forum) Spring 1985, pp. 25-40.

"The People Mix," AIR UNIVERSITY REVIEW, May-June 1976. This paper won a Best Article Award and was republished in an Alaskan Air Command training manual for senior non-commissioned officers.

##### **PAPERS PRESENTED AND PUBLISHED (Refereed):**

"Assessing Your Company's Ethics Profile: An Interactive Workshop," with Mark Bebensee, Proceedings, International Council for Small Business (ICSB) Conference, Stockholm, Sweden, June 17, 2011.

"A Guide for Developing a Process for Managing Workplace Ethics in the Small and Medium Enterprise," with Mark Bebensee, Proceedings, International Council for Small Business (ICSB) Conference, Stockholm, Sweden, June 17, 2011.

"Economic Development Models: The South Carolina Example," with Mark Bebensee, Proceedings, American Institute of Higher Education and Business Conference, Charleston, SC, April 14, 2011.

"Assessing Your Company's Ethics Profile: A Workshop," with Mark A. Bebensee, Proceedings, International Conference on Arts and Sciences, Provence, France, June 2010.

“The Research and Experimental Tax Credit Can Reduce Your Tax Liability” Proceedings, The 5th International Conference on Business and Education, March 17-17, 2010, Williamsburg, Virginia.

“The New Emphasis on Managing Workplace Ethics,” with Mark Bebensee, Proceedings, Global Conference on Business and Economics, October 16-19, 2009, Cambridge, England.

”Managing Workplace Ethics can Generate Competitive Advantage,” with Mark A. Bebensee, Proceedings, European Applied Business Research Conference, Prague, Czech Republic, June 2009, BEST PAPER AWARD and published as journal article listed above.

”Assessing Your company’s Ethics Profile: A Workshop,” with Mark A. Bebensee, Proceedings, European Applied Business Research Conference, Prague, Czech republic, June 2009.

“Small Business Alert: The Research and Experimental Tax Credit Law Extension Provides a Competitive Weapon,” Proceedings, Eastern Annual SBI Conference, September 19-20, 2008, Waterville Valley, NH.

Sources of Assistance for Small and Medium Enterprises: A Comparison of Japanese, Korean, and United States Policies,” with Mark A. Bebensee, Proceedings, International Council for Small Business, Turku, Finland, June 2007.

A Model for SME Enterprise Economic Development: The SC Enterprise Zone Act,” Proceedings, Nineteenth International Meeting of the Association for Global Business,” Wash. D.C., 12 Nov 2007.

"Are Our Efforts to Improve Student's Ethics Awareness Working?," with Mark A. Bebensee, Proceedings, ICSB Conference, Melbourne, Australia, June 2006.

"Find Competitive Advantage in Managing Workplace Ethics," USASBE/SBI Proceedings, Indian Wells, CA 16 Jan 2005. This paper was given international distribution in the SBANC newsletter, July 2005.

“Ethics Views of Contemporary Students,” with Mark Bebensee and Steve Silver. Advancing Entrepreneurship and Small Business, International Council for Small Business 48th World Conference, Belfast, Northern Ireland, June 13-18, 2003. (An updated study)

“Developing and Conducting a Course in Applied Business Ethics,” (Best Paper Award) Proceedings of the European Applied Business Research Conference, Rothenburg, Germany, June 15-21, 2002.

“The Next Step in Entrepreneurship Education, Conducting an In House, Multi-discipline business Planning Competition,” Proceedings of the EURO-PME International Conference on Entrepreneurship: Building for the Future, Rennes & ST. Malo, France, September 30-October 2, 1999.

“The Impact of Planning in Family Owned businesses in South Carolina, USA,” Proceedings of the World Conference of the International Council for Small Business, Naples, Italy, June 17-23, 1999.

“A Twenty-first Century Challenge: The Corporate University; can Higher Education Provide for SMEs what the Corporate University Provides for Corporations?,” Proceedings of the U.S. Association for Small Business and Entrepreneurship Annual Meeting, San Diego, CA, January, 1999.

“A Pedagogical Program for Increasing the Competitive Advantage of Small and Medium Enterprises,” Proceedings, EURO PME Conference on Higher Education and SMEs, Rennes France, March 15-19, 1998.

“The South Carolina Enterprise zone Act of 1996: A Model for Economic Development,” Proceedings, International Council for Small Business, 42nd World Conference, San Francisco, CA, June 17-20, 1997. (Nominated for best paper award)

“A Comparison of Sources of Assistance to Small and Medium Enterprises in developing Competitive Advantage: Japan, Korea, and the United States.” Proceedings, International council for Small Business 41st World Conference, June 15-18, 1996, Stockholm, Sweden.

“Designing for the Japanese Market,” with M. Hartley and G.B. Turner, Proceedings, Twenty-sixth annual Meeting, SE Decision Sciences Institute, February 21-23, 1996, Charleston, SC.

“The Role of Purchasing in Strategy Formulation,” with W. Ferguson and M. Hartley, Proceedings, Twenty-sixth annual Meeting, SE Decision Sciences Institute, February 21-23, 1996, Charleston, SC.

“Contingency Planning Should be More than Disaster Control,” Proceedings of the Silver Anniversary Meeting, SE Region Decision Sciences Institute, February 13-15, 1995 Wilmington, NC.

“Ethics Outlook of Contemporary Students,” with M. Bebensee and R. Costner, Proceedings of the Twenty-fourth Annual Meeting, SE Decision sciences Institute March, 1994, Williamsburg, VA.

“Potential Impacts of the North American Free Trade Act,” Proceedings of the 1993 Annual Meeting of the U.S. Association for Small Business and Entrepreneurship, Baltimore, MD, October 13-16, 1993.

“Electronic Data Interchange: A Cutting Edge Business tool,” Southwest Academy of Management Proceedings 1993, New Orleans, LA, March 3-6, 1993.

“Using Contingency Planning to Enhance Competitiveness,” Proceedings, Seventh Annual National Conference, U. Sl. Association for Small Business and Entrepreneurship, October 8-12, 1992, Chicago.

“Quality Function Deployment: An Essential element in successful Manufacturing Strategies, Stamps, David w. and J. Michael Alford, The Decision Sciences Institute, Southeast Region Proceedings, February 19-21, 1992, Savannah, GA.  
“Launching the Next Innovation: Some Sources of Assistance for the Small Firm in Developing Competitive Advantage, Proceedings, U.S. Association for Small Business and Entrepreneurship Conference, Monterrey, CA, October 17-19, 1991. Note: In final three for best paper award.

“Potential Impacts of the Technology Competitiveness Act of 1987,” The Decision Sciences Institute, Southeast Region Proceedings, February 24-26, 1988, Winston Salem, NC.

“Strategies for Dealing with Takeover,: Fourteenth annual convention, Eastern Economic Association, March 10-12, 1988, Boston, MA.

“A Model for International Trade,” with J.H. Wittschen and P. Wotjkowski, Thirteenth Annual Convention Program, Eastern Economic Association, March 5, 1987, Washington, DC.

“User Strategies for Dealing with Vendor Warranties,” with B. Strauch and K. Strauch, National Symposium on Health/Disability Information Referral Technology and Academic Systems Support, April 26-29, 1987, Myrtle Beach, SC.

"Some Strategic Implications of Employing Robotics," Southern Management Association Proceedings, November 1986, New Orleans, LA.

"Management Implications of Employing Robotics," AM 86 (Automated Manufacturing) Conference Proceedings, November 1986, Greenville, SC.

"Technology Management: Some Management implications of Employing Robotics," South Carolina Academy of Science Bulletin: 1986 Meeting Edition, Clemson University, April, 1986.

"A Users Integrative Decision Model for Adopting Robotics Technology," Southern Management Association Proceedings, 1984, November 1984.

"Strategic Decision Making by the Entrepreneur," Southern Management Association Proceedings, 1983, November 1983, New Orleans, LA.

## **CASES IN BOOKS:**

With W.R. Boulton, "Toyo Kogyo Company, Ltd.," in W.R. Boulton, *Business Policy: The Art of Strategic Management*, MacMillan Publishing Company, New York, 1984.

"The Japanese Steel Industry," in W.R. Boulton, 1984.

"Japanese Trading Companies," in W.R. Boulton, 1984, *Instructors Manual*.

## **PRESENTATIONS AT ACADEMIC AND OTHER PROFESSIONAL MEETINGS:**

Including Program Chair, Session Chair, Symposium Leader, and Discussant activities.

## **WORKSHOP CONDUCTED:**

"Innovations in Classroom Instruction: The Business Disc: An Interactive Multimedia Business Planning Program," International Conference on Entrepreneurship Education, June 21 - 23, 1997, Seaside, CA. This workshop was one hour in duration. After I demonstrated the program, the participants assumed the role of students and interacted with the program. Representatives from ten foreign countries requested further information on the program at the conclusion of the workshop. The requests were honored.

## **PAPER PRESENTATIONS:**

NOTE: The entries on this page do not include presentations of refereed papers mentioned above. Most of these presentations were based on refereed papers presented at other meetings.

"Sources of Financial and Technical Assistance for Increasing Competitive Advantage," Presentation for the Mount Pleasant Rotary Club on October 16, 1991.

"CIB-Computer Integrated Business: The Management Perspective," Automated Manufacturing Conference and Exhibition (AM 90), Greenville, SC, April 3-5, 1990, with Craig Stanley.

"Deciding to Adopt Advanced Manufacturing Technology," AM 90, Greenville, SC April 3-5, 1990, by invitation, page 13 of program. I was invited to present an updated version of a presentation made at an earlier conference. The invitation was based on positive audience comments at the previous conference.

"Strategic Implications of Employing Robotics in Small Manufacturing Firms," AM 88, Greenville, SC, April 11-14, 1988.

"Automated Manufacturing: Legislative and Legal Considerations of the Technology Competitiveness Act, Automated Manufacturing Contracts and Warranties," AM 88, Greenville, SC, April 11-14, 1988.

"A Roadmap for Improving American Productivity: The Technology Competitiveness Acts of 1987," Presented to the Charleston, SC Chapter, American Production & Inventory Control Society, October 15, 1987.

"Implications of Employing Robotics in Small Manufacturing Firms," Southeastern Annual Productivity Conference, Statesboro, GA, March 6, 1987.

## **PROGRAM CHAIR, SESSION CHAIR, AND PANEL MEMBER ACTIVITIES:**

NOTE: I have participated as Program Chair, Session Chair, and Panel Member at conferences every year except 2004, 2005, and 2010.

Session Chair: "Small Business Management Information Systems," USASBE, October 9-12, 1988.

## **PAPER DISCUSSANT:**

NOTE: I typically participate as a discussant at meetings I attend; not all are listed.

## **OTHER SCHOLARLY AND PROFESSIONAL ACTIVITIES: REVIEWER ACTIVITIES**

Case Study Editorial Review Board of the Journal, ENTREPRENEURSHIP: THEORY & PRACTICE, 1995 – 2010.

Competitive Paper Review Activities:

International Conference for Small Business Annual Conference, 2011. Reviewed 8 papers.

Committee to select outstanding field cases in 2002, U.S. Small Business Directors Institute. Ad Hoc Article Reviewer Entrepreneurship Theory and Practice, 1987-1991.

Text manuscript reviewer: The Management of Operations by Jack R. Meredith, 4th Edition, McGraw Hill, 1990.

Text manuscript: Management & Organizational Behavior by Burt Scanlon and Bernard Keys, John Wiley & Sons, 1983.

Case Reviewer, Decision Sciences Institute, 1994.

Paper Reviewer, Southeast Decision Sciences Institute, 1994. Southeast Decision Sciences Institute (SESDI) 1992.

U.S. Association for Small Business and Entrepreneurship (USASBE) 1991

SEDSI 1990

National Meeting, Decision Sciences Institute 1989

USASBE 1989

Western Decision Sciences Institute 1989

1989 World Conference of the International Council for Small Business

SEDSI 1989

Southern Management Association 1989

USASBE 1988

1988 World Conference of the International Council for Small Business

## **OFFICES HELD AND MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS:**

National Office:

Vice President, Corporate Entrepreneurship Division of the U.S. Association for Small Business and Entrepreneurship (USASBE) 1995 and 2001.

Program Chair, Corporate Entrepreneurship Division, USASBE, 1988.

*NOTE: The above positions all required active involvement and included selecting best articles, cases, speaker panels, conducting symposia, conducting elections, etc.*

Charleston Chapter, American Production & Inventory Control Society (APICS):

- Board of Directors, Member 1986-95.
- College Liaison Officer 1986 - 95.
- President Charleston Chapter, 1989-90.
- President Elect and VP for Awards, 1988-89.

Memberships (past and present):

Southeastern Decision Sciences Institute; International Council for Small Business; Small Business Directors Institute; Southwestern Small Business Institute Association; Southwestern Academy of Management: Member

#### **OTHER:**

Selected to work with the VP, Corporate Entrepreneurship Division of USASBE to establish nomination and election procedures for division officers in 1988.

Assisted in local arrangements for the SESDI 1989 meeting was held in Charleston in February 1989.

Represented The Citadel at the First Annual Entrepreneurship/Small Business Educators Conference, April 20-21, 1989, Spartanburg, SC.

Invited by Senator Ernest F. Hollings to provide comments on legislation eventually passed by the U.S. Congress as the Technology and Competitiveness Act of 1987.

Invited by the South Carolina Research Authority to participate as a team member in a bid for a project for General Motors in February of 1989.

Submitted "Talking Paper" comments to the President of the College in an area related to my discipline for his use in a meeting with other college and university presidents in South Carolina, 1989.

#### **GRANTS:**

Grants were received for faculty development or research presentation for each of the papers presented that were mentioned above and for attendance at pedagogical and professional development workshops from 1980 to the present. Sabbatical: 1990-1991 Citadel Development Foundation Research Grant for field research in Europe in the Fall of 1990 on the employment of robotics in small manufacturing firms. Visited with the British Robotics Association (BRA) and The French Robotics Association(FRA) as well as manufacturers in England and France.

1987-88 CDF Research grant for field research on automated manufacturing in the Southeastern U.S. Visited five plants and collected data which was utilized in presentations at the Automated Manufacturing Conferences in Greenville, SC in 1988 and 1990 as well as in a paper submitted to International Journal of Operations and Production Management.

1985-86 CDF Research grant for technology employment research in Japan. Results included in papers Published and presented since then.

#### **SERVICE:**

Service to the College

#### **COLLEGE WIDE COMMITTEES:**

President's Ad Hoc Committee on Leadership and Ethics, 2002-2003.  
Internal Relations Committee 1997-2002.

Faculty Council 1997-99 and 1991-93.  
Faculty Development Committee 1986-1996 Freshman Admissions Committee 1988-1990.  
Faculty Athletic Advisory Committee 1987-1988.  
College Library Committee 1996-99 and 1987-1988.

#### **DEPARTMENTAL COMMITTEES:**

Current: Undergraduate Program Assessment Committee, Promotion and Tenure Committee, Center for Leadership & Development  
1998-present: Promotion & Tenure Committee  
1993-1998: Various AACSB Committees  
1991-1993: Departmental AACSB Committee:  
Chair of the Subcommittee on Faculty Evaluation  
Chair of the Subcommittee on Professional Development/ Practitioner Interaction  
Member: Subcommittee on Advisory Boards  
1986-1993: Graduate Committee  
1990 Search Committee for the Alvah H. Chapman Chair of Business  
1988-1989 Faculty Development and Travel: Chairman  
1986-1991 Faculty Recruitment Committee  
1988-1990 Curriculum Committee  
1985-1987 Library Committee

#### **OTHER DEPARTMENTAL SERVICE:**

1985-1990 Evaluated incoming transcripts for transfer of credits to The Citadel in the area of Business Administration.

During the Summer of 1988 I took the responsibility for ensuring that MBA applicant folders were processed by appropriate faculty.

#### **OTHER COLLEGE SERVICE:**

Coordinator for The Citadel New Venture Competition 2003. \$25,000 in scholarships awarded.

Faculty Coordinator for the Krause Foundation Business Plan Competition, 1999 through 2002. This competition involved up to 25 cadet teams with an advisor for each team from the faculty and the Charleston area business community. Each year \$32,000 in scholarship funds were awarded to the winning teams.

1988 - 1995: Arranged for the Charleston Chapter of APICS to contribute an Honorarium in amount of \$200 to \$250 for a graduating Business Administration major who was entering the career field of Production/Operations Management.

1987 - Established Student Night at the Charleston Chapter APICS. Ten to 15 senior Business Administration majors are invited to a dinner program and have an opportunity to interact with local business people.

1987 - Proposed that the Charleston Chapter of APICS sponsor a membership for the Daniel Library. This proposal was accepted and APICS publications are forwarded to the library annually.

#### **SERVICE TO THE STUDENTS:**

Academic Advisor for 30 Business Administration majors.

1991 — present: Faculty sponsor for a team of cadets participating in the annual Conference on Ethics in Decision Making, Hilton Head Island. Approximately 125 college students participate in this conference.

Advisor to the Citadel Young Republicans: 1991- present.



Faculty Company Academic Advisor for M Company: 1986- 1990.

**SERVICE TO THE COMMUNITY:**

Pro Bono Consulting is provided to two community service organizations. Their activities generate several million dollars for the Charleston area each year. I consult in the areas of program management, legal form of organization, and relationships with local, state, and national agencies.

Pro Bono consulting: Charleston County Council — approximately 100 hours per year 1995 - 1998.

**PAID CONSULTING:**

Activities with the Center for Regional and Development: 2002-2003 – Assisted in the development of a seminar on Leadership for a major South Carolina company. 1999-2000. Assisted in development and presentation of four, one day seminars on Professional Ethics for Professional Engineers and Registered Land Surveyors in South Carolina.

School of Business Administration: 2002

I have served on the Coastal Carolina Fair Corporate Sponsorship Committee. This committee develops the Corporate advertising programs. The Charleston Exchange Club, owners and operators of the fair, provides over \$400,000.00 annually to Charleston area schools and charitable organizations. This includes an annual scholarship for The Citadel.

Served as a charter member of the Berkeley Charleston Dorchester County of Governments Strategic Area Assessment Committee Defense Task Force Committee. This group is composed of 15 business people, educators, local government officials, and citizen volunteers. The mission is to study the impact of Defense related activities on the future of the tri-county area and make recommendations for future actions.

Served as a member of the Business Development Council of the Charleston Trident Chamber of Commerce, 1991-92.

I have attended (at my own expense) three seminars dealing with international trade activities which were conducted by the Charleston Trident Chamber of Commerce and the Charleston International Trade Center. Besides the community involvement aspect, information was obtained which was used in teaching my courses in Strategic Management and Production/Operations Management.