JAMES B. BEZJIAN Ph.D.

(E-mail): jbezjian@citadel.edu

Results-driven professional skilled in scenario planning, research development, and critical & cultural infrastructure protection used to advance the objectives of diverse organizations. Expert strategist excelling in long-term planning to address current and future requirements successfully. Resourceful problem solver able to construct ingenuous solutions for diverse challenges. Team player thriving on the synergy of group interaction. Strong communicator experienced in successful interaction with a multi-cultural, international audience. Lifelong learner continually acquiring practical expertise in critical issues worldwide.

Specialties: Scenario planning, cultural heritage preservation, strategic development, research analyst, resource acquisition assembly and implementation specialist.

EDUCATION

2017 **University of Edinburgh**, *Scotland, UK*
Ph.D. -Strategic Management
Dissertation Title: *Capabilities, Recipes, & Firm Performance: How Industry Recipes Influence the Application of Dynamic Managerial Capabilities in the Hollywood Film Industry*

2011 **University of St Andrews,** *Scotland, UK*
M.A. -International Business

2010 **Azusa Pacific University,** *Los Angeles, California*
MBA -Management
BS -International Business

TEACHING EXPERIENCE

2024-Present **Associate Professor-Management, Strategy, & Entrepreneurship,** *The Citadel*

- Developed lectures and learning material on Strategic Management & Innovation
- Taught and developed Management Capstone MGMT 449
- Successfully developed course for MBA and Undergraduate curriculum
- Brokered an MOU agreement between the Citadel & MUSC
- Led COVID-19 task force for N95 mask manufacturing
- Taught how to develop a business plan and the components necessary for starting a business
- Utilized guest speakers on venture capital, negotiations, strategic implementation & pitch's
- Integrated the importance of recipes, capabilities, and relationship theory into my lectures

Undergraduate courses taught: Strategic management (MGMT 449), Applying innovation (ENTR 421), Small business management & entrepreneurship (ENTR 401)

Graduate courses taught: Global business strategy (MGMT 760); Managing innovation (BADM 705); MBA Essentials 1 & 2 (GBUS 1&2).

2017-2024 **Assistant Professor-Strategy & Entrepreneurship,** *The Citadel*

- Developed lectures and learning material on Strategic Management & Innovation
- Taught and developed Management Capstone MGMT 449
- Successfully developed course for MBA and Undergraduate curriculum
- Brokered an MOU agreement between the Citadel & MUSC
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Graduate courses taught: Global business strategy (MGMT 760); Managing innovation (BADM 705); MBA Essentials 1 & 2 (GBUS 1&2).

2015-2017 **Adjunct Professor-Marketing; Economics,** *Vanguard University*

- Developed lectures and learning material on marketing and microeconomics theory
- Taught the identification of areas for improvement across firms using gap analysis
- Developed interactive marketing and economics courses catered to millennial's
- Integrated business capabilities, best practices, and strategic implementation lectures

AWARDS

2023-2024 **Researcher of the Year**, *The Citadel Baker School of Business*

- Received the award for outstanding research
- Published 6 peer-reviewed journal articles in one year

2020-2021 **Professor of the Year**, *The Citadel Baker School of Business*

- Received the award for outstanding teaching and student development
- Mentored several students to receive jobs/internships

2021-2022 **Service of the Year**, *The Citadel Baker School of Business*

- Received the award for outstanding service throughout the Baker School of Business
- Peer nominated for my work during the Covid-19 pandemic

2018-2019 **Southern Conference Faculty & Staff Team Award**

- Recipients all shared the common characteristics of demonstrated service to the institution and contributions to campus life and the local community
- Faculty members selected have demonstrated strong contributions to teaching, research and/or service

2018-2019 **The Grimsley Award for Excellence in Undergraduate Teaching,** *The Citadel*

- The recipient of this award is chosen by the senior class from among permanent faculty members nominated by students, faculty and department heads
- Cadets chose the professor who has meant the most to them during their undergraduate careers

2018-2019 **Professor of the Year**, *The Citadel Baker School of Business*

- Received the award for outstanding teaching and student development
- Mentored several students to receive jobs/internships

2017-2018 **Professor of the Year**, *The Citadel Baker School of Business*

- Received the award for outstanding teaching and student development
- Mentored several students to receive jobs/internships

2009 **Outstanding Paper Award**, *International Journal of Business Disciplines*

- Received outstanding paper award for research and empirical development

GRANTS

2022 **$6,500 Provost Research Grant**

- Secured grant to fund research into institutional perceptions regarding scenario planning and organizations.

2021 **$25,000 Fundraised for the Art Installment at Baker School of Business**

- Secured grant to 3D scan Madonna in Belgium

2021 **$8,500, Dick Lewis Foundation**

- Secured grant to 3D scan Madonna in Belgium

2020 **$350,000, Council of Higher Education (CHE)**

- Secured grant to develop PPE using 3D printers during COVID-19 crisis

2020 **$30,000, Venture Well Grant**

- Developing courses using sustainability and innovation

PUBLICATIONS

2024 **BEZJIAN, J.;** IMAM, S.; RIGGLE, R; PONOMAROV, S.; DEAN, B.; WEEKS, M.; SELDEN, S. (**Mar, 2024**). *Higher Education Response to Institutional Upheaval: Outcomes of Industry Collaborations During the Covid-19 Pandemic.* **Industry & Higher Education. (ABDC Journal-C)**

2024 PONOMAROV, S.; KWOON, H; **BEZJIAN, J.;** DEAN, B; TRUMBULL, W. (**Jan 2024**). Implementing the Flipped Classroom Method in Online Delivery: Applied Innovation During the COVID-19 Pandemic. Under Review. Target publication: **Journal of Business Cases & Application. (Cabell's less than 35% acceptance)**

2023 (Sep) GRIEGO, O.; **BEZJIAN, J.**; PONOMORAV, S.; DEAN, B. (**Sept. 2023**). *Job Satisfaction of Iraq & Afghanistan War Veterans.* Publication: **Journal of Management & Marketing Research**. Vol 26. **(Cabell's < 35% acceptance rate)**

2023 (Nov) **BEZJIAN, J.**; GODINEZ, J.; WRIGHT, S; DEAN, B. (**Nov. 2023**). *Teaching Lewin's Model on Change Management: Lessons from Cool Runnings Using the Case Method Approach.* Publication: **Journal of Instructional Pedagogy (Cabell's <35% acceptance rate)**

2023 (Oct) PONOMORAV, S; **BEZJIAN, J**. (**Accepted/Forthcoming October 2023**). *The Recipe for Making a Significant Contribution to the Body of Knowledge: Revisiting the Essential Criteria.* Publication: **Research in Higher Education Journal.** Vol 38. **(Cabell's < 35% acceptance rate)**

2023 (June) **BEZJIAN, J.**; WRIGHT, S.; DEAN, B.; LIM, K. (**June 2023**). *Enhancing Customer Valence and Engagement for Captain's Comics & Toys*. Publication: **Journal of Business Cases & Applications.** Vol 38. **(Cabell's < 35% acceptance rate)**

2023 (June) **BEZJIAN, J.**; WRIGHT, S.; DEAN, B. (**June 2023**). *Business as a Change Agent for Societal Impact: Measuring the Societal Impact of Working to Give.* Publication: **Journal of Business Cases & Applications.** Vol 38. **(Cabell's < 35% acceptance rate)**

2020 (January) **BEZJIAN, J.**; STOYANOVA, V.; MACKAY, R.B., MCKIERNAN, P. **(Jan 2020)**. *Synthesizing Scenario Planning Through Industry Recipes: An Analysis of the Hollywood Film Industry.* **Technological Forecasting & Social Change**. 150 (C). 119777. **(A-ABDC List)**

2009 **BEZJIAN, J.** & KIPLEY, D., **(2009)**. *Creating Organizational Legitimacy for Small and Medium Sized Not-For-Profits Through Knowledge Management and Information Coupling*. **International Journal of Business Disciplines** (IJBD). 2 (2).

2009 **BEZJIAN, J.**, HOLMSTROM, W., & KIPLEY, D., **(2009)**. *Creating Not-for-Profit Organizational Legitimacy During Periods of Economic Constraints and Diminishing Donor Resources.* **Business Renaissance Quarterly**. 4 (4). 49.

SUBMITTED PAPERS

2020 **BEZJIAN, J.**; STOYANOVA, V.; MCKIERNAN, P.; MACKAY, R.B. (**2nd Revision Submitted: Jun 2023**). *Industry Recipes, Cognitive Freezing and Delayed Responses to Disruptive Innovation: The Case of the Hollywood Film Industry*. **Journal of Long Range Planning. (ABDC Journal-A)**

2023 SHARMA, A.**;** DEAN, B.; **BEZJIAN, J.** (**Submitted Jun 2023**). *Reducing Poverty by Digitization: What Role do Information and Communication Technologies (ICT) play in reducing Poverty?*. **Journal of Strategy & Management. (ABDC Journal-C)**

2023 **BEZJIAN, J.;** PONOMAROV, S.; DEAN, B. (**Submitted May 2023**). *Using AI-Assisted Technology for Scenario Narrative Illustrations.* Write-up. Target publication: **Foresight Journal. (ABDC Journal-C)**

2023 **BEZJIAN, J.;** MACKAY, R.B.; DEAN, B. **(Submitting May 2024)**. *Unraveling the Complex Relationship Between Dynamic Managerial Capabilities & Industry Recipes Within the Hollywood Film Industry.* Target publication: **Journal of Media Business Studies. (ABDC Journal-C)**

2024 **BEZJIAN, J.;** THORNBY, L. (**Write Up Phase-to be submitted Jun 2024**). *Scenario Planning & Cultural Heritage Preservation: An Exploration of Discovery*. Data Analysis and Creation phase. Target publication: **Futures & Foresight.**

EDITORIAL ROLES

2023 **Guest Editor**. **(Publication date:** March 2024). Special Topics Issue: *Strategic Societal Engagement: Multidisciplinary Approaches toward the Alleviation of Poverty*. **Journal of Strategy and Management (ABDC Journal-C)**

- Sustainable Development Goal (SDG) 1

CONFERENCE PAPERS

2023 **BEZJIAN, J.;** THORNBY, L.; MCKIERNAN, P. (**2023, July**). *Scenario Planning & Cultural Heritage Preservation: An Exploration of Discovery*. Data Analysis and Creation phase. Target publication: **Futures & Foresight-Organizational Research and British Academy of Management.** Warwick Business School.

2020 **BEZJIAN, J.;** STOYANOVA, V.; MCKIERNAN, P.; MACKAY, R.B. (**2020, Mar**). *Anticipating disruptive innovation using scenario planning tools: an inquiry into the Hollywood film industry.* Paper presented at the **Scenario's Seminar at The Hunter School of Business at the University of Strathclyde**. Glasgow, United Kingdom**.**

2018 **BEZJIAN, J.**; SWEETMAN, R. (**2018, Mar**). *21st Century Monuments Men & Women: Providing Cultural & Heritage Protection Through the Use of Portable 3D Scanning & Scenario Strategies.* Paper presented at the **Language, Regional, and Cultural Symposium** at **Maxwell Air Force Base**.

2018 **BEZJIAN, J.**; RISHEL, T. (**2018, Mar**). *Determining an Industry Recipe of Success for NASCAR: A Historical Quantitative Approach to Variable Construction.* Paper presented at the **Southeast Decision Sciences Institute**.

2018 **BEZJIAN, J.**; POMAROV S. (**2018, Mar**). *The Role of Firm Innovativeness & The Creation of Successful Industry Recipes During Times of Disruption.* Paper presented at the **Southeast Decision Sciences Institute**.

2017 **BEZJIAN, J.;** MACKAY, R.B.; DANBOLT, J. (**2017, May**). *How Industry Recipes Influence the Application of Dynamic Managerial Capabilities.* **Strategic Management Society.** Transforming Entrepreneurial Thinking in Dynamic Capabilities. Banff Canada

2016 **BEZJIAN, J.**; MACKAY, R.B.; DANBOLT, J. (**2016, Aug**). *Capabilities, Recipes, & Firm Performance: How Industry Recipes Influence the Application of Dynamic Managerial Capabilities.* Paper presented at the **Academy of Management Conference: Making Organizations Meaningful.** Anaheim, California.

CAREER DEVELOPMENT

2021-22 **The Citadel Emerging Leaders Program**, *Charleston, SC*

- Leadership development training for future roles within the institution
- Training in conflict resolution, team building, and project development
- Conducted research on next generation's desire for education

2019 **Harvard University**, *Cambridge, MA*

Teaching with Cases-Part 1

- Learned how to teach with case studies for MBA classes
- Utilized qualitative approaches to explain complex problems

MEDIA CREDITS

KREBER, M. (2020, May 20). BCSD Joins mask making brigade for MUSC. https://www.bcsdschools.net/site/default.aspx?PageType=3&DomainID=17&ModuleInstanceID=890&ViewID=6446EE88-D30C-497E-9316 3F8874B3E108&RenderLoc=0&FlexDataID=65707&PageID=27

BLONDIN, A. (2020, Apr 15). Conway Native and CCU team up to create N95 masks for hospitals. Myrtle Beach News. https://www.myrtlebeachonline.com/news/local/article242001896.html

BLACKSTAR NEWS. (2020, Apr 15). The innovative production of the masks was the brainchild of Dr. James Bezjian, a professor at The Citadel. https://www.blackstarnews.com/health/others/3-d-laser-printed-n95-masks-delivered-to-medical-university-of-south

RASHID, J. & HUNN, M. (2020, Apr 14). Nearly 100 masks 3D-printed by participating S.C. organizations, including CCU, delivered to MUSC. Coastal Carolina University. https://www.coastal.edu/ccustories/news/news-article/index.php?id=5186

DETAR, S. (2020, Apr 13). Citadel professor offers advice to SC businesses hit hard by COVID 19 pandemic. The Daniel Island News. http://thedanielislandnews.com/news/citadel-professor-offers-advice-sc-businesses-hit-hard-covid-19

MONHOLLON, R. (2020, Apr 9). Public Higher Ed Partners to Produce Critical COVID-19 Medical Supplies. SC CHE News Release. https://www.che.sc.gov/Portals/0/CHE_Docs/files/COVID-19/Press%20Release_CHE_IHLs%20Produce%20PPE.pdf?ver=2020-04-09-162942-267

WSPA NEWS. (2020, Apr 8). CCU, The Citadel collaborate to print 3D masks for healthcare workers. WSPA News. https://www.wspa.com/news/ccu-the-citadel-collaborate-to-print-3d-masks-for-healthcare-workers/

THE CHARLESTON CHRONICLE. (2020, Apr 8). Mask-printing support grows with support from CCU, DHEC, and others. https://www.charlestonchronicle.net/2020/04/08/mask-printing-effort-grows-with-support-from-ccu-dhec-and-others/

BRAND, E. (2020, Apr 6). 3D printed masks at the Citadel save lives. ABC 4 News. https://abcnews4.com/news/local/3d-printed-masks-at-the-citadel-help-save-lives

ROPP, K. (2020, Apr 3). Conway student initiates growing movement to save lives. Horey News. https://www.myhorrynews.com/news/local/update-conway-student-initiates-growing-movement-to-save-lives/article_c2950bc6-75e2-11ea-9552-cb88f92b5df0.html

NOVELLY, T. (2020, Feb 10). Real 'Black Hawk Down' and 'Monuments Men' artifacts are being preserved by Citadel cadets. Post & Courier. Retrieved: https://www.postandcourier.com/news/

DEVANE, S. (2020, Feb. 5). WWII artifacts preserved in 3D scans at Fayetteville museum. Fayetteville Observer/US News & World Report/Associated Press. Retrieved: https://www.fayobserver.com/news/20200205/world-war-ii-artifacts-preserved-in-3d-scans-at-fayetteville-museum

BEZJIAN, J. (2018, Dec). Scanning Through History. The Citadel Magazine, PP. 32-35

HARTSELL, J. (2018, Dec 25). The Citadel named one of 10 most innovative schools in the South. Post & Courier. Retrieved: https://www.postandcourier.com/news/

BOWERS, P. (2018, Jan 12). The world's antiquities are in danger. Citadel students hope to save them with a scanner. Post & Courier. Retrieved: https://www.postandcourier.com/news/

KENNEDY, V. (2018, Jan). Scottish National Television. News Segment. *Providing Cultural & Heritage Protection Through the Use of Portable 3D Scanning & Scenario Strategies.*

MILLER, T., & HOLMES, K. (2009). *2009 Index of Economic Freedom*. Washington DC: *The Heritage Foundation & Wall Street Journal*.

ROBERTS, J., & LEAHY, D. (2009). *The 2009 Index: How to Escape the "Curse of Oil". The Heritage Foundation*. Web Memo #1983

BEZJIAN, J. (2006). The Great Firewall of China. *Living Abroad in China*. *Avalon Travel Publishing*. Pg 195.

ACADEMIC SERVICE

2024- Present

Faculty Standards Committee, *The Citadel*
2024
- Revised teaching and service standards

2021- 2024

Undergraduate Curriculum Committee, *The Citadel*
2022 (Chair of the committee)
- Revised learning objectives for core curriculum
- Streamlined course offerings
- Revised internship curriculum and standards
- Created a streamed line process for communication and UCC submission

2021-2022

Search Committee for Professor of Marketing, *The Citadel*
- Participated in the organization and search for a new faculty member
- Conducted a pre-selection process
- Coordinated candidate interviews and site visits

2020-2021 **Company Academic Advisor-November Company,** *The Citadel*
- Held lectures on future success regarding various career paths
- Advised students on academic excellence and success
- Provided council to students regarding conflict and challenges within academics

2018 -2020 **Awards Committee,** *The Citadel*
- Helped organize university wide standards for faculty and staff awards
- Met regularly with colleagues to revise standards

2019-2020 **Student Affairs Committee,** *The Citadel*
- Revise Committee Charter as needed.
- Establish procedure and timeline for all student scholarships.
- Establish and publish a procedure and timeline for the awarding of all BSB student awards

2019 **Search Committee for Professor of Entrepreneurship/Strategy,** *The Citadel*
- Participated in the organization and search for a new faculty member
- Conducted a pre-selection process
- Coordinated candidate interviews and site visits

2019 **Search Committee for Professor of Data Analytics,** *The Citadel*
- Participated in the organization and search for a new faculty member
- Conducted a pre-selection process
- Coordinated candidate interviews and site visits

2018 **Search Committee for Professor of Entrepreneurship,** *The Citadel*
- Participated in the organization and search for a new faculty member
- Helped craft the criteria for recruitment

2018-2019 **Ad HOC Committee Chair for Entrepreneurship Minor,** *The Citadel*
- Worked with colleagues to create an entrepreneurship minor offering
- Coordinated efforts across schools and departments
- Facilitated the team that created the working model and framework for minor

2018-2019 **Search Committee for Professor of Entrepreneurship,** *The Citadel*
- Participated in the organization and search for a new faculty member
- Helped craft the criteria for recruitment

2017-Present **Director-Business Innovation Lab,** *The Citadel*
- Founded the Baker School of Business Innovation Lab-BADM 490
- Procured 3 high-power portable 3D scanners and computers
- Signed 3 memorandums-University of St Andrews, Ft Bragg, & Charleston Museum
- Completed scanning projects for the University of St Andrews & Charleston Museum
- Presentation accepted to the Air Force Culture & Language Center on 3D Scanning
- Received national and international coverage for the Lab's efforts

2017-Present **Innovation & Entrepreneurship Speaker Series,** *The Citadel*
- Secured eight speakers a year for Citadel Students to learn about entrepreneurship
- Worked with contacts across the country to secure speakers for students
- Organized the Baker School of Business Leadership Symposium Speakers
- Partnered with Medical University of South Carolina on speaker forum

2017-Present **NGAL Program,** *The Citadel*
- Coordinated a study abroad experience for students involved with Start-ups
- Represented the Citadel among local organizations in Estonia
- Mentored students and helped them develop MVP's for a pitch competition

PROFESSIONAL EXPERIENCE

2024-Present **Contract Consultant,** *Optiplied*
- Led a team of 4 employees crafting a strategic plan for national clients
- Expert research development for strategic plan construction
- Crafted presentation pitchdecks for national clients

2024-Present **Director,** *Veterans Transformational Learning Initiative (VTLI)*
- Led a team of 3 employees on military transitional training across the state of South Carolina
- Managed $1.8 million dollar SBA grant for the Veterans Business Outreach Center (VBOC)
- Counseled over 1500 transitioning veterans of principles of entrepreneurship and start-ups
- Launched over 20 businesses in the state of South Carolina during the first year

2020-Present **Founder,** *Bezjian Consulting LLC.*
- Provide Small and Medium sized business with strategic plans to scale growth
- Conduct strategic audit to implement 3, 5, 10-year strategic growth plan
- Construct and launch succession planning programs
- Provide consulting on industry recipes strategy for niche market orientation

2020-Present **Army Reserve Monuments Officer Candidate**, *Army Reserve 38G 6V*
- Gain capabilities to utilize expertise in cultural heritage
- Conduct training on Commercial Civil Affairs Solution
- Advise commanders and leadership on 1954 Hague Convention for the Protection of Cultural Heritage Items and conduct liaison with inter-agency partners
- Preparing assessments for risk and responding to risk/threats for cultural heritage items
- Manage a response team to respond to crisis

2010-Present **Associate/Chairman of the Board,** *Robotic Hand Therapy*
- Provided strategic leadership to Board of Directors
- Identified/developed products & strategic models to achieve a long-term vision
- Provided insights and analysis of ideas through forecasting & strategic planning
- Conducted corporate strategic evaluations regarding market position & competitors
- Created internal/external teams to meet the current issues and future challenges of the firm

2009-2010 **Associate Strategist,** *Outside Eyes Crisis Management & Branding*
- Developed venture capital proposal for the CEO earning $2.5 million in 6 weeks
- Increased research output by 60% through information coupling and capability dynamics
- Produced presentations addressing the status quo and firm needs for future market position
- Created customized pitch documents & strategy plans to achieve quarterly benchmarks
- Established projects, plans, and deadlines through framing and structuring of problems

GLOBAL EXPERIENCE

2024 **The Citadel in Oxford University,** *Oxford United Kingdom*
- Led 13 students on an immersive experience in Brasenose College
- Taught the tenants of international business
- Oversaw the creation of 13 individual Oxford style thesis
- Launched 4 student led peer review journal articles under review

2017-2019 **NGAL (Network Locally Act Globally) Program,** *Estonia*
- Immersed students in the start-up community of Tallinn Estonia
- Network budding entrepreneurs to local organizations in Estonia

2016 **The Israel Collective,** *Israel*
- Assess and understand the Syrian refugee crisis along the Israeli border with local leaders
- Participated in closed door meetings surrounding the current security issues
- Worked with officials to understand the political climate of the region

2013-2016 **University of Edinburgh,** *Scotland*

- Active member of the management society at the University of Edinburgh Business School
- Acted as room representative, mitigating and solving any problems amongst colleagues
- Residence advisor of Mylnes Court at the University of Edinburgh Residence Life Group.

2011 **University of St Andrews,** *Scotland*

- Lived, worked, and studied in a multi-cultural environment
- Participated in research projects and proposals with colleagues from all over the world
- Successfully built relationships and contacts that span across the globe

2010 **Zhejiang University,** *Shanghai, China*

- Analyzed foreign firm market entry strategies used in the Chinese market
- Conducted corporate visits of national and multi-national firms based in China
- Assessed strategy plans of national corporations seeking to internationalize

2006 **Oxford University-Trinity College**, *United Kingdom*

- Evaluated the economic & political challenges of European reunification
- Studied the rise of multinational corporations in emerging markets