



## RESUME

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## TEACHING INTERESTS AND EXPERIENCE IN BRIEF

Graduate (G) and Undergraduate (UG) Courses:

Systems, Processes, and Workflows (G, UG)  
International Business (G, UG)  
Current Issues in Global Business (G, UG)  
Business Consulting (G)

Courses for International Partners (all Masters or MBA level):

Project Management (Sorbonne, Paris; Burgundy School of Business, Dijon)  
Management of Technology (Grenoble Graduate School of Business, MIB)  
Business Consulting (Sarajevo Graduate School of Business)  
New Venture Creation (Sarajevo Graduate School of Business)

Professional Development Courses (over 170 total in UD career):

Workflow Mapping and Analysis  
Basic Project Management  
Advanced Project Management  
Total Quality Management

## CURRENT PROJECTS

Continuing to write and speak against misuse and misinterpretation of statistics and  $p$ -values.

Teach and administer U.S. visitation program for English-language project management students from Sorbonne, Paris, to University of Delaware for month-long visit.

Revision and updating of *The Information Processing Theory of Organization: Managing Technology Accession in Complex Systems*. London: Ashgate Publishing Ltd., 1998. To be republished under the title, "*Everytime, Baby*," the slogan of the Versatile Avionics Shop Test (VAST) program.

Third edition of *The Skeptic's Handbook: Consumer guidelines and a critical assessment of business and management research, revised edition, 2002*. [Online] This edition will contain a new preface, links to my weblog, Management Junk science, and to the works of other authors and scholars critical of the current social science model of research. Scheduled for release through Social Science Research Network.

## DETAILED RESUME

### EDUCATION

Doctor of Business Administration, University of Maryland, 1975. Major field: Organization theory and organizational behavior. Minor fields: accounting, marketing, management science, personnel and labor relations.

Master of Business Administration, University of Maryland, 1967.

Bachelor of Science, Pennsylvania State University, 1965. Major: accounting.

### ACADEMIC EXPERIENCE

2010-2012. Faculty Director, Advanced Project Management Certificate Program. Designed, taught, and coordinated advanced project management education certificate with Division of Professional and Continuing Studies. Certificate approved for sustaining professional education by Project Management Institute. Prior directorship for Basic certificate, 2006-2010, also PMI approved.

2001-2010: Faculty Director of International Programs. Responsible to Dean for promotion of study abroad; initial preparation of international partnership agreements; promotion of faculty exchanges and interactions with foreign universities; authorship and preparation of proposals for international contracts and grants for the Lerner College; general support and University liaison for College international initiatives. In addition, I performed this role informally from 1987-2001.

*September, 2008–May, 2013.* Advisor to Wilmington Trust Co. (M&T Bank) Academic Partnership. This principally coordinated two project courses (BUAD 429, Systems, Processes and Workflows; and BUAD 899, Business Consulting Practicum) in on-going project activities.

*December, 2007–May, 2013:* Facilitator for U.S. State Dept. Junior Faculty Development Program.

*September, 1983–May, 2013:* Associate Professor, Department of Business Administration, University of Delaware. Assumed role as lead professor for MBA course in business consulting (BUAD 899) in 2001; also taught undergraduate international business course (spring), and systems and process analysis course (fall).

Since 1977 have prepared or extensively redesigned and taught 28 courses (13 graduate, 15 undergraduate); in addition, have designed graduate Certificate in Systems and Project Thinking for tailored offering to defense-industry and military students. This certificate consists of four courses (12 credits), and includes two extensively redesigned existing courses and one additional new course not included in the 28 above.

*Selected Ancillary Teaching:*

Teaching Introduction to Project Management with Project *Libre* software to Graduate Project Management Program (Master 2 Pro EGP), Sorbonne, Paris, 2015; and administered U.S. visitation program, 2013-2019.

Lecturer on project management methodology for graduate course on Customer Relationship Management at Burgundy School of Business (UD partner university); coordinator of faculty exchange relationship with BSB, 2010, 2011, 2013.

Guest and visiting lecturer at universities in Bulgaria (1991-1994); Grenoble, France (2002, taught course on technology management for Master of International Business program); and Singapore (1996); gave academic and professional courses with USAID program in Bosnia (2006-2008).

Organized and taught undergraduate course on management and organization with State University Higher School of Economics (now National Research University HSE), Moscow, Russia, spring semester, 2001. Course included joint Internet instruction with Russian faculty, U.S. visit by Russian students and faculty, April, 2001.

Academic Advisor to National Technological University students for Master's degree in Management of Technology (NTU is correspondent with UD).

Organized and conducted numerous on-location seminars in international management in Barcelona; Beijing; Budapest; Geneva; Grenoble, France; London; Melbourne; Shanghai; Sydney; and Taipei, Taiwan, among other cities, since 1984. Courses included both undergraduate and MBA courses, usually during winter term.

*September, 1977–August, 1983.* Assistant Professor, Department of Business Administration, University of Delaware.

*September, 1976–August, 1977:* Systems Management Center, University of Southern California. Assistant Professor of Systems Management.

*September, 1973–August, 1976:* Shippensburg State College, Shippensburg, Pa. Assistant Professor of Management, 1973-1976 (doctoral candidate); Associate Professor (with tenure), 1976.

*September, 1967–August, 1973:* College of Business and Management, Behavioral Science Division, University of Maryland. Instructor of Management (doctoral student).

## UNIVERSITY INTERNATIONAL CONTRACTS AND GRANTS

### International Project Management

In addition to international teaching experience above, I have served as project manager and director in three international contract and grant programs:

*January, 2004–July, 2008:* Academic Adviser (academic project manager) for development of MBA dual-degree Graduate Business Education Program in Bosnia and Herzegovina. Sole author of technical proposal, made initial in-country contacts, and performed initial negotiations. Contract award from U.S. Agency for International Development (USAID) for \$10 million from February, 2004 - July, 2008; project successfully completed with establishment of Sarajevo Graduate School of Business, later expanded to Belgrade, Serbia, and operated by Texas A&M, Commerce, until closure by Texas A&M in 2011.

*June, 1991–August, 1992:* Director of Management Training full time for first year of USAID grant to University of Delaware. Grant of \$2.75 million for training in management, economics and English language in Republic of Bulgaria. Activity continued under auspices of USAID through 2001; FLAG International firm spun off; 8,000 student undergraduate program at Gabrovo School of Management initiated and continues to present.

*June, 1980–September, 1983:* Project Manager and Principal Investigator, University of Delaware, Institute of Energy Conversion. Managed University USAID contract to develop plan for use of renewable energy in Republic of Panama. On temporary assignment from Department of Business Administration; full time with Institute, June, 1980–September, 1981.

## BUSINESS AND CONSULTING EXPERIENCE

### Consulting, Training, and Management Development

Since 1969, have provided management development and specialized training programs to domestic and foreign private firms, government organizations, and non-profit organizations.

These programs have been offered through private-contract consultations; through the University of Delaware; and through private firms. Approximately 170 programs offered at University of Delaware.

- 2012–2014:* Consultant to Performance Institute, a division of Robbins-Goia, Washington, D.C. Consultant and trainer in workflow process mapping, project management, and process simulation.
- 2009–May, 2013:* Faculty Director, Advanced Project Management Certificate Program. I served as the link between the Lerner College and the Division of Professional and Continuing Studies for academic content and administration of the University's Project Management certificates. The basic PM certificate was initiated in 1994 and has been offered continuously ever since; program recognized as a Certified Educational Provider by the Project Management Institute for both the Basic and Advanced PM Certificates.
- 2001–present:* Consultant to Cendant International for persons on expatriate assignments.
- 2000–2003:* Consulting and strategic planning with Gabrovo (Bulgaria) High-Technology Business Incubator project, working to create a software-development and IT services industry in Bulgaria.
- 1995:* Examiner, Delaware Quality Award
- 1994–present:* President, Transition Assistance Associates, a consulting firm providing assistance in domestic and international reorganization; economic transitions; project management; process mapping, and simulation.
- 1993–present:* Offer applied courses on project management (fundamentals; best practices; custom programs); problem-solving and decision making; workflow mapping and analysis; quality management (UD certificate program), and custom programs on international business.
- 1977–present:* Served numerous University of Delaware clients, primarily in chemical-processing and financial service industries; also consult with several private firms in Britain, Bulgaria, Singapore, and Slovakia.

*1969–1979:* Leadership Resources, Inc., Fairfax, Va.—Associate 1969-1970; Vice-President 1970-1973 (until leaving Washington, D.C. area); member of Board of Directors, 1974-1978. Designed and conducted management development courses for public organizations, primarily government agencies and law-enforcement agencies (75%), and private organizations, primarily in supervisory development and management (25%). Experience with industry, government, law enforcement (all levels).

### **Aerospace, Defense, and Technical Consulting and Research**

Since 1977, have consulted with clients in military and defense contracting organizations. Have served as proposal writer, proposal team leader, senior analyst, and modeler. Primary areas of expertise are Integrated Logistics Support (ILS), Automatic Test Equipment (ATE), and maintenance of electronic systems, especially for U. S. Naval aviation. Selected examples:

- 1992:* Preparation of ANSI Q94 quality program for U.S. Air Force F-15 Downsized Tester (DST) proposal.
- 1989–1991:* Prepared management program and delivered pilot course for management of ATE sites for Royal Canadian Air Force CF-18 program.
- 1984–1990:* Assisted in writing winning proposal for U. S. Navy Consolidated Automated Support System (CASS) for General Electric Corp. Supported supplemental analyses, modeling, and development efforts for program into Low Rate Initial Production (LRIP) phase, prior to sale of CASS to Martin Marietta Corp.
- 1977–1985:* Performed effectiveness and efficiency studies for U. S. Naval Air Systems Command (NAVAIR) ATE shops, principally the Versatile Avionics Shop Test (VAST) system; assisted Logistic Support Analysis updates; presented work to Common Automatic Test Equipment/Integrated Logistics Support Management Team (CATE/ILSMT); served as liaison to ILSMT. Assisted in development of simulation model of NAVAIR intermediate-level avionics repair workflow.

### **Other Business and Work Experience**

*1966–1967:* L. P. Steuart Affiliated Organizations, Washington, D. C. Internal auditor on half-time basis while MBA student at University of Maryland.

*1963–1964:* Graphic Services, Inc., York, Pa. Full-time shop editor and proofreader for printing and composition firm.

## PUBLICATIONS

**Readers should note that I neither conduct nor condone the dominant model of social science research based on Null Hypothesis Significance Testing (NHST), as evidenced by my weblog and much of my academic publication and presentations. I am in complete agreement with the 2016 American Statistical Association *Statement on p Values*, and have been throughout my career. My research work has therefore focused on long-term projects that provide valid information on applied subjects, on my international work in Central and Eastern Europe, and on the futility of NHST over the past fifty years. Most recently, I have been writing and speaking on this issue, and my recommendations for reform appear in the March, 2019 issue of *The American Statistician* below.**

### Weblog

*Management Junk Science*, <https://sites.udel.edu/mjs/>. Weblog on the futility and failure of the dominant social-science Null Hypothesis Significance Testing research model followed in business-school research. Created June, 2010, continuously updated and expanded.

### Books

*Mapping Workflows and Managing Knowledge: Capturing Formal and Tacit Knowledge for Performance Improvement, second edition*. BusinessExpertPress, 2016. Volume I (paperback) ISBN: 9781631573873, e-book E-book ISBN: 9781631573880; Volume II (paperback) ISBN: 9781631574290, E-book ISBN: 9781631574306. Application of author's method of workflow process mapping, oriented toward graduate and professional applied audiences. Volume I covers workflow mapping method; Volume II covers translation of process maps into system dynamic models.

*The Skeptic's Handbook: Consumer guidelines and a critical assessment of business and management research, revised edition, 2002*. [Online]. Available: (1) Social Science Research Network (SSRN) through the following URL: <http://ssrn.com/author=53148>. Currently being revised and updated.

*The Information Processing Theory of Organization: Managing Technology Accession in Complex Systems*. London: Ashgate Publishing Ltd., 1998. ISBN: 1 84014 427 0. This book comprises a major effort toward development of a robust theoretical model for organizational analysis, the information processing theory of organization. It summarizes 20 years of work in deployment of a high-technology automatic test system used by U.S. Navy carrier aircraft to develop and test the theory. Currently being prepared for revised edition under the title *Everytime, Baby* (the Navy slogan for that automatic test program).

## Academic Papers and Publications

“Correcting Corrupt Research: Recommendations for the Profession to Stop Misuse of  $p$ -values.” *The American Statistician*, Volume 73 (no. 51, March, 2019: 36-45)- Issue sup1: Statistical Inference in the 21st Century: A World Beyond  $p < 0.05$ . Available:

<https://tandfonline.com/toc/utas20/73/sup1> or <https://doi.org/10.1080/00031305.2018.1518271>.

First version presented to the national American Statistical Association Symposium on Statistical Inference, Bethesda, MD, October 11-13, 2017.

“Neither ‘Food Chain’ nor ‘Translation Problem’? The Disregard of Academic Research in Best-Selling Business Books.” *International Journal of Business Administration*, Vol. 7, No. 3, May 3, 2016. Online: doi:10.5430/ijba.v7n3p

“Workflow analysis.” Chapter in Spector, Michael (ed.), *Encyclopedia of Educational Technology*. Thousand Oaks, CA: Sage, 2014.

“Self-Reinforcement and Negative Entropy: the Black Hole of Business-School Research.” Presented to European Group for Organization Studies conference, Helsinki, Finland, 5-7 July, 2012. Selected as lead paper for theme group on Self-Reinforcing Organizations.

Critical comment on *strategy+business* (Booz & Company) article, “Putting a dollar value on academic research,” September 8, 2011. Submitted and published September 13, 2011.

“Fifty Lost Years: Why International Business Scholars Must Not Emulate the U.S. Social-Science Research Model.” *World Journal of Management* 3(2), September 2011: 172-200. Also presented to the 14<sup>th</sup> Annual International Business Research Consortium, Dubai, UAE, April 28-30, 2011; nominated for conference Best Paper.

“Science and the Study of Management: An opportunity to set the global standard for valid social science research.” Presented at the Third International Conference on Corporate Governance, Ulyanovsk State University, Ulyanovsk, Russia, October, 2007. Published at the Second International Conference on Corporate Governance and Corporate Social Responsibility, State University Higher School of Economics, Moscow, Russia, November 22, 2007.

“Physical and virtual high-technology incubators: Mutual support for enterprise development.” Keynote presentation to USAID international conference: Innovation opportunities in Southeast Europe— Implementing Competitive Information Technologies and Partnerships for Economic Development. Gabrovo, Bulgaria, June 22, 2001.

“Competitive intelligence versus competitive knowledge in the multinational enterprise.” *Proceedings of the 8<sup>th</sup> World Congress, International Management Development Association*, Monterrey, Ca., 2 July 1999, pp. 527-534 (with Chandrasekhar Naik).

“Technology transfer, business incubation, and development of new markets in Central and Eastern Europe.” Paper presented to the 7<sup>th</sup> World Congress, International Management Development Association, Santo Domingo, DR, 5 June 1998.



“Where is the research from Central and Eastern Europe?” In Ullmann, Aireh A. & Lewis, Alfred (Eds.), *Privatization and Entrepreneurship: The Managerial Challenge in Central and Eastern Europe*. Binghamton, N.Y.: Haworth Press, 1996.

“Transition training in Central and Eastern Europe: Some lessons learned, so far.” Paper presented to the NAFSA Region VIII Annual Conference, Bethesda, Md., 17 November 1995.

“Business incubators for Central and Eastern Europe.” Paper presented to International Management Development Association, Turku, Finland, June, 1993; and 29<sup>th</sup> International Conference on Small Business, Strasbourg, France, June, 1994. Available from my website at <https://sites.udel.edu/jlk>.

“Management development in Bulgaria during the economic transition.” Paper presented to the Academy of International Business annual meeting, Brussels, Belgium, 21 November, 1992.

“Proposals to improve the science of organization.” Paper presented to the national Academy of Management, Las Vegas, Nevada, August, 1992.

“Some behavioral implications of information systems and information technology.” Symposium presentation to the 1987 Human Resources Management and Organizational Behavior conference, with Diane L. Ferry, Louise H. Jones, and John R. Ogilvie.

“A longitudinal investigation of organization slack on a complex production workflow.” Symposium paper presented at 46th national Academy of Management meetings, Chicago, August, 1986.

“An information-processing study of a complex workflow in aircraft electronics repair.” *Administrative Science Quarterly*, Vol. 29, no. 2, June, 1984: 255-280.

“Leadership and organization structure: a critique and an argument for synthesis.” In England, G. W., A. R. Negandhi, and B. Wilpert, *The Functioning of Complex Organizations*. Cambridge, Mass.: Oelgeschlager, Gunn & Hain, 1981.

“Comparative prediction of organizational structure and effectiveness from four models of structure.” *Proceedings of 41st annual Academy of Management*, San Diego, CA, August, 1981.

“A preliminary investigation of organization slack and theoretically related variables.” *Proceedings of 40th annual Academy of Management*, Detroit, Michigan, August, 1980.

“Leadership and organization structure: Some tentative empirical results.” Presentation to Leadership Symposium of Division 14 of American Psychological Association 87th National Conference, New York City, September, 1979.

“A critique of the Aston measures and results with a new measure of technology.” *Organization and Administrative Sciences*, Winter, 1977-1978. Republished in Pugh, Derek (ed.), *The Aston Programme*. Aldershot, England: Ashgate, 1998.

“System-level and unit-level structures: An empirical analysis.” *Proceedings of the 37th annual Academy of Management, Orlando, Florida, August, 1977.*

“The relationship between size, technology, and structure: a comparison of findings using an alternative measure of technology.” Paper presented at the 36th annual Academy of Management, Kansas City, Missouri, August, 1976.

### **Applied Research Reports**

*Graduate Business Education Project for Bosnia and Herzegovina: the University of Delaware establishes a double-degree English-language MBA program in Bosnia and Herzegovina with a local partner university* IIE Networker, Spring, 2005 (with Sean Cox). Online:  
[http://www.iienetwork.org/file\\_depot/0-10000000/0-10000/1710/folder/10528/TOC+Europe.doc](http://www.iienetwork.org/file_depot/0-10000000/0-10000/1710/folder/10528/TOC+Europe.doc)

*Management of Canadian Forces Air Command ATE Facilities.* Manual for Canadian Forces (Royal Canadian Air Force); prepared under Harris Corp. contract ATS0001-02C2-1989, September, 1990.

“Aircraft maintenance and the paper chase: a rejoinder.” U. S. Naval Institute *Proceedings*, Vol. 112 (July, 1986): 103-107.

*VAST Shop Management and Operations.* Phoenix, AZ.: Dynamic Science, Inc., prepared under NAVAIR contract N00019-79-C-0543, November, 1982 (two volumes).

*A Preliminary Plan for the Development of Renewable Energy in the Republic of Panama* (with Joseph L. Rykiel). Newark, Delaware: Institute of Energy Conversion, University of Delaware, October, 1982 (analysis report and executive summary).

*Workload Analysis and Capacity Projections for the AN/USM-247 Versatile Avionics Shop Test System.* Phoenix, Arizona: Dynamic Science, Inc., prepared under NAVAIR contract N00019-79-C-0543, July, 1982.

*Productivity Enhancement of the Versatile Avionics Shop Test System* (with J. D. Bain, J. Hayden, and G. Smith). Falls Church, Virginia: Systems Research Corporation, prepared under NAVAIR contract N68335-78-C-1593, November, 1979.

“The personnel management specialist: Consultant or chief clerk?” *Journal of Navy Civilian Manpower Management*, Spring, 1973.

### **Book Reviews**

Review of Michael J. Earl (ed.), *Information Management: the Organizational Dimension*. London: Oxford University Press, 1996. 514 pp. *Administrative Science Quarterly*, June, 2001.

Review of Raymond Hubbard, *Corrupt research: The case for reconceptualizing empirical management and social science*. Los Angeles: SAGE, 2016. Published on Amazon.com at [https://www.amazon.com/gp/customer-reviews/R1EUYWFDL5VECM/ref=cm\\_cr\\_ar\\_p\\_d\\_rvw\\_tt?ie=UTF8&ASIN=B0119RWG18](https://www.amazon.com/gp/customer-reviews/R1EUYWFDL5VECM/ref=cm_cr_ar_p_d_rvw_tt?ie=UTF8&ASIN=B0119RWG18), and <http://sites.udel.edu/mjs>.

### **SPEAKING ENGAGEMENTS**

Have made numerous speeches and presentations to various companies and associations, including American Society for Quality (Delaware Section), Armed Forces Management Association, Common Automatic Test Equipment Integrated Logistics Systems Management Team, Delaware Alliance for Excellence, Institute for Defense and Government Advancement, Joint Logistics Commanders Panel on Automatic Testing, Maryland Industrial Photographers Association, Philadelphia Direct Marketing Association, Purchasing Agents Association of Baltimore, Society for Software Quality (Delaware Division), visiting and overseas foreign scholars, student groups, and others.

### **ASSOCIATION MEMBERSHIPS**

American Statistical Association; The Replication Network; International Management Development Association; Classic Yacht Club of America; Society of Old VASTards.

### **PERSONAL INFORMATION**

Residence: 14 Fox Lane, Newark, DE USA 19711-2071  
Mobile telephone: +1 302 345 0408  
Marital status: Married, two adult children, three grandsons  
Hobbies and diversions: Classic (wood) boating, tennis, gardening  
Age: 76 (May 2, 1943)  
Health: Excellent

### **REFERENCES**

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