

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.

REFEREED ARTICLES:

"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):

"Small Business Alert: Research and Experimental Tax Credit Law Extension Provides a Competitive Weapon," Proceedings, Northeast Region Small Business, Waterville Valley, NH, 19 Sep 08

“Sources of Assistance for Small and Medium Enterprises: A comparison of Japanese, Korean, and United States Policies,” w/Mark A. Bebensee, ICSB Conference Proceedings, Turku, Finland, June 07

“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?,” w/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

“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.

“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. NOTE: This paper became the article by same title above.

“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, March 15-19, 1998, Rennes, France .

"The South Carolina Enterprise Zone Act of 1996: A Model for Economic Development," PROCEEDINGS, International Council for Small Business (ICSB), 42nd World Conference, June 17 - 20, 1997, San Francisco. (Best paper award nominee)

"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 (ICSB) 41st World Conference, June 15- 18, 1996, Stockholm.

"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, Southeast Region, Decision Sciences Institute, February 13-15, 1995, Wilmington, NC, pp. 164-167.

"Ethics Outlook of Contemporary Students," with M. Bebensee and R. Costner, Proceedings: Twenty-fourth Annual Meeting, SEDSI, March 1994, at Williamsburg, VA, p. 335.

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

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

"Using Contingency Planning to Enhance Competitiveness," Proceedings, Seventh annual National Conference, U.S. Association for Small Business and Entrepreneurship. October 8-10, 1992, Chicago.

"Quality Function Deployment: An Essential Element in Successful Manufacturing Strategies," Stamps, David W. (Robert Bosch Corp.) 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," Entrepreneurship in Ongoing Organizations, United States Association for Small Business and Entrepreneurship, Conference Proceedings, October 7-9, 1991, pp. 69-77.

NOTE: This paper was selected in final three papers for outstanding paper award.

"Small Firm Strategic Advantage in the 1986 Tax Reform Law," Proceedings of the 1988 Annual Meeting, U.S. Association for Small Business & Entrepreneurship, Monterey, CA, October 9-12, 1988. NOTE: Paper was accepted for presentation in poster division, but not published in the proceedings. Only 30 percent of the accepted papers were published in the proceedings.

"Strategies for Dealing with Takeover," Fourteenth Annual Convention Program, Eastern Economic Association, March 10-12, 1988, Boston, MA #194. NOTE: The paper was submitted and reviewed, however, EEA does not publish the papers in a proceedings conference. Authors provide copies of papers to participants desiring them.

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

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

NOTE: Full paper was submitted and reviewed for acceptance, however, only abstracts were published.

"A Model for International Trade," with J.H. Wittschen and P. Wotjkowski, Thirteenth Annual Convention Program, Eastern Economic Association, March 5, 1987, # 028, Washington, DC. NOTE: As in the EEA program mentioned above, papers were not published.

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

"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.

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.

CITES IN OTHER PUBLICATIONS:

The book *Employing Robotics in Small Manufacturing Firms: Strategic Implications* was reviewed in the October 24, 1989 issue of *The Australian*, p. 48.

The Foreword of the book *Employing Robotics in Small Manufacturing Firms: Strategic Implications* was the editorial feature in the March-April 1989 issue of *Robotics World*.

PAPERS ACCEPTED:

."Small Business Can Use the Research and Experimental Tax Credit As a Competitive Weapon," to be presented and published in the proceedings, Small Business Institute 2004 National Conference in Clearwater Beach Florida, February 12-14, 2004.

WORK IN PROGRESS:

Review and update of research on tax law change implications for small and medium enterprises for submission for publication. Anticipate completion in 2004.

Book proposal for a text tentatively titled, Ethics in Decision Making: Bridging the Gap, to be submitted to two publishers who have expressed an interest in the proposal.

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 typically participate in such activities at all meetings I attend, either by schedule or fill
in for an absentee. Not all are listed.

Session Chair, USASBE 1999, San Diego, CA; ICSB 1999, Naples, Italy;

Session Chair, USASBE 1997 Conference, San Francisco

Session Chair (2 sessions), SEDSI 1997 Annual Meeting, Marietta, GA.

Session Chair, SEDSI 1996 Annual Meeting, Myrtle Beach, SC.

Session Chair, SEDSI 1995 Annual Meeting, Wilmington, NC.

Session Chair 1994 Southeast Decision Sciences Meeting, Williamsburg, VA, Feb 1994.

Session Chair and Discussant, 1993 National Meeting of USASBE, Baltimore, MD, November
1993.

Participated in board meetings of USASBE at the November 1993 meeting.

Introduced Keynote speaker at USASBE meeting in November 1993 Program Chair, Corporate Entrepreneurship Division, USASBE, 1990 National Meeting.

Session Chair: Session POM-7, "Current Topics in POM," SEDSI, Feb 21, 1992.

Workshop Panel Member: "Developing New Research Directions for Corporate Entrepreneurship," Corporate Entrepreneurship Division Workshop, USASBE 1991, San Diego, CA, October 7, 1991.

Session Chair: "Entrepreneurship Education and Micro Business Development as Part of A Community Revitalization Program," USASBE, October 11, 1989.

NOTE: Did not attend the meeting because of Hurricane Hugo.

Symposium Leader: "Potential Impacts of the Technology Competitiveness Act of 1987," SEDSI, February 28, 1988, Winston-Salem, NC. Symposium panel members were from academia, government and industry.

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

Session Chair: "POM Issues in the Service Industries," Southern Management Association Meeting, November 1987, New Orleans, LA.

PAPER DISCUSSANT:

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

USASBE, 1998, Jan 1998.

USASBE, 1997, Jan 1997.

SEDSI, 1997, Feb 1997.

SEDSI, 1996, Feb, 1996.

SEDSI, 1995, Feb, 1995.

SEDSI 1994, Feb 1994.

SEDSI 1993, Feb 1993.

SEDSI 1992, Feb 19-21, 1992, Discussant for two papers.

Southern Management Association Meeting, November 5, 1988. Discussant for two papers.

U.S. Association for Small Business and Entrepreneurship, October 9-12, 1988. Discussant for two papers.

NOTE: I have been a discussant for other papers at academic conferences, but misplaced some of my records during recent office moves and do not have verification.

OTHER SCHOLARLY AND PROFESSIONAL ACTIVITIES:

REVIEWER ACTIVITIES

Case Study Editorial Review Board, Entrepreneurship: Theory & Practice, term began in 1995.

Competitive Paper Review Activities:

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: The Management of Operations by Jack R. Meredith, 4th Edition, 1990, first four chapters.

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:

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

Vice President, Corporate Entrepreneurship Division of the U.S. Association for Small Business and Entrepreneurship(USASBE) 1999, 2000, 1994.

Vice President Elect for the Corporate Entrepreneurship Division, USASBE.

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 - 1995).
- 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 SEDSI 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 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 presented and published 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, 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 will be 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 was 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.