



## VITA

### **I. KHUSHWANT K. SIDHU PITTENGER**

February 2009

Rank: Professor of Business Administration

Year joined Ashland University: August 1987

Tenure/Nontenure: Tenured (effective fall 1993)

Department: Management (College of Business and Economics)

Administrative Responsibilities: Interim Dean, Dauch College of Business & Economics

June 2006 - 2008

Chair, Undergraduate Business Program  
1998 – 2003

(A position equivalent is Associate Dean)

Lead Professor, Business Management  
1994-1998

(A position equivalent is Department Chair)

Teaching Experience: 1987-present at Ashland University

1982-1986 Part-time instructor at University of Cincinnati

Areas of Involvement (in teaching)

Organizational Behavior	Principles of Management
Productivity Management	Freshmen Seminar
Introduction to Business and Economics	Marketing Management
	Business Organization

### **II. Education Background (include fields of specialization)**

1988 Ph.D. (Business Administration)

University of Cincinnati, Cincinnati, Ohio

Major: Organizational Behavior

Minor: Marketing

Dissertation Title: The Role of a Leader-Member Exchange and Work Experience in the Early Career Development of Professionals

## **Education Background** - continued

- 1982 M.B.A.  
Miami University, Oxford, Ohio  
Major: Management
- 1980 Graduate Degree in International Trade (D.I.T.)  
Panjab University, India  
Thesis: Structure and Direction of Panjab Exports  
(with Special Reference to Performance of Districts)
- 1979 B.A. (Honors)  
Panjab University, India  
Major: Political Science  
Minor: Philosophy

## **III. Prior Experience (not in Education)**

- 1993 - Present Management Consultant
- March 1989 - June 1989 Special Projects Analyst (consulting)  
Office Products Division, Rubbermaid, Inc.  
Wooster, Ohio
- December 1986 - July 1987 Development Assistant  
The College of Wooster, Wooster, Ohio
- 1982-1986 Research Assistant  
Department of Management, University of Cincinnati
- Summer 1981 Administrative Assistant  
Soheil Mosun Ltd., Toronto, Canada
- Summer 1980 Project Analyst (Summer Internship)  
Molins of India Ltd., Mohali, India

## **IV. Professional Memberships**

**President**, Association for Business Simulation and Experiential Learning 2003-2004

**President Elect**, Association for Business Simulation and Experiential Learning 2002-2003

**Vice President and Program Chair**, Association for Business Simulation and Experiential Learning 2001-2002

**Reviewer**, Academy of Management Conference, 2001-2002

**Professional Memberships** – continued

**Proceedings Editor**, Association for Business Simulation and Experiential Learning 2000-2001

**Member**, Board of Directors, Association for Business Simulation and Experiential Learning 1997-2005

**Senior Proceedings Editor**, Association of Business Simulation & Experiential Learning, 2001

**Track Chair**, Association of Business Simulation & Experiential Learning, 2000

**Director-at-large**, Board of Directors, Association of Business Simulation & Experiential Learning, 1999

**AD-HOC Reviewer** for the *Journal of Managerial Issues* (1988-2003)

**Reviewer** of textbook, *Management: Challenges in the 21st Century* by Lewis, Goodman and Fandt by West Publishing, 1996, 1999

**Session Chair** for the Association of Business Simulation and Experiential Learning 1996-2003

**Discussant** for the Association of Business Simulation and Experiential Learning 1996-2000

**Accreditation Evaluator** for Association of Collegiate Business Schools and Programs (1993-1998)

**Member**, Association of American University Professors (1993-present)

**Member**, National Academy of Management (1986-present)

**Member**, Association of Management (1992-1993)

**Member**, Eastern Academy of Management (1988-1993)

**Reviewer** for the Eastern Academy of Management (1989-1993)

**Ohio Membership Chairperson** for the Eastern Academy of Management (1988-1993)

**Discussant** for the 1990 Annual Meeting of Eastern Academy of Management

**Reviewer** for 1990 Annual Conference of the Council for Employee Responsibilities and Rights

**Member**, Mid-West Academy of Management (1988)

## V. **Conference Presentations and/ Publications in Conference Proceedings**

“Understanding Business Student Success and Satisfaction in Higher Education – An Exploratory Study.” Southeastern Conference of the Institute for Operations Research and Management Sciences, Myrtle Beach, South Carolina, October 2-3, 2008. (Dr. Parsons and Dr. Lifer co-authors; published in the Conference Proceedings.)

“Department Level Program Assessment as a Stepping Stone to a Successful College Assessment Program”. Southeastern Conference of the Institute for Operations Research and Management Sciences, October 4-5, 2007. (Dr. Symons and Dr. Jacobs, co-authors)

“Can We Improve the Writing Skills of Business Students? A Case Study.” The National Business & Economics Society, Los Cabos, Mexico, March 9-10, 2006. (Jesse Allison, co-author; published in the Conference Proceedings.)

“Faculty Learning Community: Teaching with Technology, a panel presentation, Conference on Doing SOTL, Otterbein College, Westerville, OH, April 18, 2006.

“Strategic Decision-Making: Do Demographic Variables Matter? An Empirical Investigation.” The National Business & Economics Society, Key West, FL, March 9-12, 2005. (Dr. Heimann, co-author; published in Conference Proceedings.)

“The Risks and Rewards of Providing a Structured Cheating Opportunity.” Association of Business Simulation and Experiential Learning’s Annual Conference in Las Vegas, NV, March 24-26, 2004. (Published in the Conference Proceedings.)

“Experimentation with Assessment Techniques: A Panel Discussion Leader.” The Association of Business Simulation and Experiential Learning, Las Vegas, NV, March 24-26, 2004. (other panelists - S. Morgan -University of Hartford; J. Mott - Ashland University; D. Page-University of West Florida; C. Savage-Ashland University.)

“Making Teaching Matter: The Art and Science of Teaching Business Communication.” Association of Business Simulation and Experiential Learning’s Annual Conference in Baltimore, MD, March 19-22, 2003. (Prof. Mary Miller, second author; published in the Conference Proceedings.)

“Managerial Competencies and Outcome Assessment in Undergraduate Business Curricula: Just How Mediocre Do We Want To Be?” National Business and Economics Society, March 2002, Maui, Hawaii. (Dr. Paul Sears, first author.)

“Integrating In-class Learning with Out-of-classroom Experiences through Managerial Competency Development Framework.” Association of Business Simulation and Experiential Learning, Proceeding and Conference presentation, Pensacola Beach, FL, March 20-22, 2002. (Dr. Sears, second author; published in the Conference Proceedings.)

“Development and Implementation of Competency-based Curriculum in Graduate and Undergraduate Programs,” by Paul Sears, Khush Pittenger, and R. Symons at National Business and Economics Society’s Annual Conference in San Juan, Puerto Rico, March 1-3, 2001. (Drs. Sears and Symons, co-authors.)

## **Conference Presentations and/ Publications – continued**

“Ball Point Pen Assembly Company - A Management Exercise.” Association of Business Simulation & Experiential Learning Conference, Savannah, GA, March 2000. (Dr. Heimann, co-author; published in the Conference Proceedings.)

“Star Power: A Simulation for Understanding Power and Empowerment.” Association of Business Simulation & Experiential Learning Conference, Philadelphia, PA, March 1999. (Published in Conference Proceedings.)

“Barnge: A Game on Cultural Clashes.” Association of Business Simulation & Experiential Learning Conference, Maui, Hawaii, January 1998. (Dr. Heimann, co-author; published in Conference Proceedings.)

“Person - Organization Fit: An Exercise for MBA Students.” Association of Business Simulation & Experiential Learning Conference, New Orleans, LA, March, 1997. (Published in Conference Proceedings.)

“Dilemma - Dilemma: An Exercise for Teaching Significance of Communication.” Association of Business Simulation and Experiential Learning, Orlando, Florida, March 1996. (Published in Conference Proceedings.)

“Two Management Exercises Based on Committee Work.” Association of Business Simulation and Experiential Learning, Orlando, Florida, March 1996. (Published in Conference Proceedings.)

“Collaborative Learning Environments Applied to Case Studies.” Academy of Management sponsored conference on Enhancing the Teaching of Management, Chicago, April 1995. (Dr. Heimann, co-presenter.)

“Formal Mentorship Programs: Do They Work?” Institute of Behavioral and Applied Management, October 1994, Washington, D.C. (Dr. Heimann, co-author.)

“Experiencing a Foreign Culture: A Cross Cultural Simulation.” Association of Business Simulation and Experiential Learning, March 1994, San Diego, California. (Published in the Conference Proceedings.)

“Using Scenarios to Teach Organizational Behavior Concepts to Undergraduate Students.” Eastern Academy of Management, Providence, Rhode Island, May 1993. (Published in the Conference Proceedings.)

“Using Cases to Teach Specific Organizational Behavior Concepts to Graduate Students.” Association of Management, August 1992, Las Vegas, Nevada.

“The Role of a Leader-Member Exchange in the Career Growth of Young Professionals.” Mid-West Academy of Management, Columbus, OH., March 1989. (Published in the Conference Proceedings.)

“The Relationship of Career Commitment with Psychological Success on Early Career Related Work Experience.” Eastern Academy of Management, Portland, Maine, May 1989.

(Published in the Conference Proceedings.)

“Exploration of Turnover Consequences on Stayers.” Eastern Academy of Management, Arlington, Va., May 13-15,1988. (Published in the Conference Proceedings.)

“A Study of Effects of Turnover on Those Who Remain.” American Institute of Decision Sciences, 1983. (Dr. Katerberg first author.)

## **VI. Publications**

“Cases in Leadership: The 1996 Everest Tragedy” (An Ivey Case – referenced below), a case in the textbook by W. Glenn Rowe, Sage Publications, Los Angeles, CA., 2007.

“Can We Succeed in Teaching Business Students to Write Effectively?”, *Business Communication Quarterly*, 69 (3), September 2006 (Miller and Allison, co-authors.)

“Strategic Decision-Making: Do Demographic Variables Matter? An Empirical Investigation,” *Journal of Applied Business & Economics*, 6 (4), November 2006 (Dr. Heimann, co-author.)

“Using Real World Standards to Enhance Students’ Presentation Skills,” *Business Communication Quarterly*, 67 (3), September 2004 (Professor Miller, co-author.)

“The Impact of Influence Tactics on the Decisions of Medical Group Practices: A Case Study,” *Group Practice Journal*, 53 (6), June 2004 (Kraft, co-author.)

“The 1996 Everest Tragedy,” a case study published by Ivey Management Services, Richard Ivey School of Business, Ont., Canada. 9B04C012, Version (A), March 2004, 03-30 (Note: In 2004/2005 approximately 200 copies of the case were sold in three countries.)

“The Teaching Note: The 1996 Everest Tragedy,” published by Ivey Management Services, Richard Ivey School of Business, Ont., Canada, 8B04C012, Version (A), 2004, 03-30.

“Building Effective Mentorship Relationships,” *Review of Business*, Summer 2000.

“Networking Strategies for Minority Managers,” *Academy of Management Executive*, X (3), November 1996.

“The Impact of Formal Mentorship on Socialization and Commitment of Newcomers,” *The Journal of Managerial Issues*, VIII (1), Spring 1996 (Dr. Heimann, co-author.)

“The Role of Cooperative Education in the Career Growth of Engineering Students,” *The Journal of Cooperative Education*, XXVIII (1), Spring 1993.

“The Use of LISREL VI to Test a Management Model,” *Multiple Linear Regression Viewpoints*, Vol. 16, No. 2, 1988. (Dr. Fraas, co-author.)

## **VII. Other Writing Activity**

“ABSEL News & Notes,” *Simulation and Gaming*, Vol. 35, No.2, June 2004, 308-309

“ABSEL News & Notes,” *Simulation and Gaming*, Vol. 34, No.3, September 2003, 478-480.

“My Destination: The Leader I want to be,” in *Leadership Character (2002)*,” edited by Richard Leslie Parrott, Sandberg Leadership Center, ISBN 0-9722933-2-9.

“Baby Taught Dr. Mom Lessons in Management.,” *Mansfield News Journal*, Mansfield, OH., September 3, 1992.

“Poor Decisions Can Have Disastrous Consequences,” *Mansfield News Journal*, Mansfield, OH., June 4, 1992.

“Poor Service Offers Some Advantages,” *Mansfield News Journal*, Mansfield, OH., March 5, 1992.

“Words of Wisdom: Parents Right All Along,” *Mansfield News Journal*, Mansfield, OH., December, 5, 1991.

“We Can, Must Solve Our Own Problems,” *Ashland Times-Gazette*. Ashland, OH., September 11, 1991.

“Moving U.S. Jobs Overseas Isn’t All Bad,” *Mansfield News Journal*, Mansfield, OH., July 9, 1990.

“How to Get the Best of a College Education,” *Ohio CPA Student Newsbriefs*, Fall 1989.

“Is There Life After College?” Meher Jyoti (1988) – An annual publication of MCMDAV College for Women, Chandigarh, India.

## **VIII. Consulting**

Gorman-Rupp Company, Mansfield, Ohio, 2005

Westfield Insurance, Westfield, Ohio 1995, 2000-2003

Samaritan Hospital, Ashland, Ohio, 1999

Gorman-Rupp Company, Mansfield, Ohio, 1994-1998

Ashland University, 1995, 1991-1993, 1997

## **IX. Professional Growth Activities**

Reviewer for the Journal of Managerial Issues

Reviewer for the Journal of Simulation and Gaming

Reviewer for Management textbooks

Active in professional associations

Regular attendance at professional meetings

Active in research and consulting

## **X. Seminars, Training Programs, etc. Conducted for Business and Industry**

Designed and delivered leadership training program for management; Westfield Companies, Westfield, Ohio

Interpersonal Communication Seminar for Ashland University MBA program

Diversity Management Seminar for Ashland University's MBA program

Designed Communication Training Program for Westfield Companies, Westfield, Ohio

Diversity training for Gorman-Rupp Company, Mansfield, Ohio

Management training for Gorman-Rupp Company, Mansfield, Ohio

Conducted a market research survey for Office Products Division of Rubbermaid, Wooster, Ohio

## **XI. Institutional Services Performed**

### **A. Committee Memberships**

1. Institutional Committees:
  - Active Member**, Academic Council, 2006-2008.
  - Active Member**, North Central Accreditation Self-Study Steering Committee, 2006-2008.
  - Chair**, North Central Accreditation Self-Study subcommittee on Criterion 4, 2006-2008
  - Chair**, Hospitality Committee for North Central Accreditation Visitation Team, 2008
  - Active member**, Strategic Planning Subcommittee on Academic Quality, 2007-2008
  - Active member**, Strategic Planning Subcommittee on University Identity, 2007-2008
  - Active member**, Strategic Planning Subcommittee on Leadership, 2007-2008
  - Active member**, Academic Standards & Graduation Committee, 2006-2008
  - Member**, Alternate Instructional Delivery Taskforce, 2005-2006
  - Active member**, Ohio Regents Scholarship Award Committee, 2004-2006
  - Active member**, Human Subjects Review Board, 2001-2006, 2008-present
  - Active member**, AU Provost Search Committee, 2000-2001
  - Active member**, undergraduate teaching load reduction Task Force, 1999-2000

**Active member**, Director of Internship Search Committee, spring 1999  
**Active member**, Director of Institutional Core Search Committee, 1998-99  
**Active member**, University Honors Advisory Board 1998-1999, 2002-2003  
**Faculty Representative**, Academic Affairs Committee of the University's Board of Trustees, 1996-2003  
**Active member**, University Faculty Women's Club Scholarship Committee, 1997- 2001  
**Active member**, Institutional Promotion & Tenure Committee, 1997-1998  
**President**, Faculty Senate, 1996-1998  
**Active member**, Athletic Director Search Committee, summer 1995  
**Active member**, Director for Minority Students Services Search Committee, spring 1995  
**Vice President**, Faculty Senate, 1994-1996  
**Active member**, Faculty Senate Executive Committee, 1994-1999  
**Active member**, Director of Career Placement Services Search Committee, summer 1994  
**Faculty representative**, Ashland University Board of Trustees, 1994-1998  
**Professional Growth Activities** - continued  
**Active member**, Freshman Studies Committee, 1994-1995  
**Active member**, Jepson Task Force. 1991-1993  
**Active member**, Steering Committee for Environmental lecture series, 1992-1993

**2. School Committees:**

**Member**, College of Business & Economics MIS Faculty Search Committee, 2005-2006  
**Member**, College of Business & Economics Promotion & Tenure Committee, 2003- present  
**Member**, Endowed Burt Morgan Chair Holder Selection Committee, 2003  
**Member**, New Building task force, 1998-2000  
**Active member**, School of Business Administration and Economics Advisory Council, 1993-2003  
**Active member**, Committee for Review of International Business Services at Ashland University, 1994-1995  
**Active member**, Computerized Business Decisions Contest Team, spring 1994  
**Coordinator**, Business School Faculty Research Lecture Series, 1990-1996  
**Coordinator**, Business School Self-study for ACBSP accreditation, 1991-1993  
**Co-host** with Dr. Ford, Business Faculty meetings concerning ACBSP standards, 1992-1993

**3. Department Committees:**

**Co-Chair**, International Business Faculty Search Committee, 2002-2003, 2001-2002  
**Co-Chair**, Marketing Faculty Search Committee, 2002-2003, 1999-2000  
**Chair**, Management Faculty Search Committee, 2000-2001, 1999-2000

**Chair**, Accounting Faculty Search Committee, 2000-2001, 1998-1999  
**Chair**, Finance Faculty Search Committee, 1998-1999  
**Lead Professor** of Management, 1995-1998  
**Active member**, Promotion and Tenure Committee, 1994-1995  
**Active member**, Student Evaluation Form Review Committee, 1993-1994  
**Presenter**, Business Department Awards at Academic Honors Convocation, 1994, 1995  
**Active member**, **BSBA** core curriculum review committee, 1992-1993

## **B. Curriculum and Program Development Activities**

Helped review and update all undergraduate business majors and minors  
Helped create Strategic Career Management course  
Designed Organizational Behavior course for MBA program  
Led the review of a Business Management major and made changes  
Helped create International Business major and minor  
Helped create the Global Firm course

## **C. Involvement in Student Activities**

Awarded Honorary Membership, Delta-Mu-Delta, 1994

Outstanding Advisor Award, 1992-1993

**Advisor**, Delta-Mu-Delta, an academic honorary society for business students, 1991-1993. As an advisor, I selected and invited inductees, organized the induction ceremony, coordinated activities with other campus organizations and helped the organization sponsor various presentations on campus and field trips for students. I spent summer 1993 working on revising the organization's by-laws and working on other changes required to meet the changing needs of our students and the organization. I organized, publicized and/or accompanied students on field trips, 1991-1993.

Active participation in various student recruitment programs of Ashland University (e.g., summer experience, phono-thons, drive-ins, Saturday morning meetings)

Regular participation in University and College Sponsored Events

## **D. Student Advising**

2008-2009: 9  
2003-2006: 12-15  
2002-2003: 8-10  
2001-2002: 6-8  
1998-2000: at least 15  
1997: 5 advisees  
1996: 19 advisees  
1995: 4 advisees  
1994: 2 advisees

**E. Other Services Performed for Ashland University**

Member, Ashland University Women's Club, 1987-2001

Wrote the first self-study report for ACBSP accreditation

**XIV. Recognition/Honors/Achievements**

First person selected for Robert S. Jepson, Jr. Endowed Chair in Business Administration, 2006

Ashland University's Merit Grant, 2003-2004

International Study Team Grant, 2001

Provost's Scholar, 1991-1992

Ashland University's outstanding scholarship award every year

**Recognition/Honors/Achievements - continued**

Deans' Council/Conference Grant Award every year

National Scholastic Honorary Society for students of Business and Management (Beta Gamma Sigma)

Granted honorary membership, Delta Mu Delta, business honorary

First female faculty member in the College of Business & Economics, Ashland University to earn a Ph.D. in Business Administration

First female to earn the rank of full professor in Ashland University's Department of Business Administration