

# TOM LUMPKIN

July, 2005

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## EDUCATION

- Ph.D. Strategic Management (Major), Marketing (Minor), 1996  
University of Texas at Arlington, Arlington, Texas  
Dissertation: "The Entrepreneurial Orientation (EO) of New Entrants:  
Performance Implications of Alternative Configurations  
of EO, Environment, and Structure"
- M.B.A. Finance, 1978  
University of Southern California, Los Angeles, California
- B.A. Philosophy, 1974  
Hampden-Sydney College, Hampden-Sydney, Virginia

## RESEARCH

### Journal Articles

- Lichtenstein, B. B., Dooley, K. J., & Lumpkin, G. T. (in press). An emergence event in new venture creation: Measuring the dynamics of nascent entrepreneurship. Journal of Business Venturing.
- Lumpkin, G. T., & Lichtenstein, B. B. 2005. The role of organizational learning in the opportunity recognition process. Entrepreneurship Theory & Practice, 29(4): 451-472.
- Dess, G. G., & Lumpkin, G. T. 2005. The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. Academy of Management Executive, 19(1): 147-156.
- Lumpkin, G. T., & Erdogan, B. 2004. If not entrepreneurship, can psychological characteristics predict entrepreneurial orientation? A pilot study. The ICFAI Journal of Entrepreneurship Development, 1 (1): 21-33.
- Lumpkin, G. T., & Dess, G. G. 2004. E-business strategies and Internet business models: How the Internet adds value. Organizational Dynamics, 33(2): 161-173.
- Lumpkin, G. T., Droege, S. B., & Dess, G. G. 2002. E-commerce strategies: Achieving sustainable competitive advantage and avoiding pitfalls. Organizational Dynamics, 30(4): 325-340.
- Love, L. G., Priem, R. L., & Lumpkin, G. T. 2002. Explicitly articulated strategy and firm performance under alternative levels of centralization. Journal of Management, 28(5): 611-627.
- Lumpkin, G. T., & Dess, G. G. 2001. Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. Journal of Business

Venturing,16(5): 429-451.

Johannessen, J-A., Olsen, B., & Lumpkin, G. T. 2001. Innovation as newness: What is new, how new, and new to whom? European Journal of Innovation Management, 4(1): 20-31.

Lyon, D. W., Lumpkin, G. T., & Dess, G. G. 2000. Enhancing entrepreneurial orientation research: Operationalizing and measuring a key strategic decision making process. Journal of Management, 26(5): 1055-1085.

Dess, G. G., Lumpkin, G. T., & McGee, J. E. 1999. Linking corporate entrepreneurship to strategy, structure and process: Suggested research directions. Entrepreneurship Theory & Practice, 23(3): 85-102.

Dess, G. G., Lumpkin, G. T., & Covin, J. G. 1997. Entrepreneurial strategy making and firm performance: Test of contingency and configurational models. Strategic Management Journal, 18(9): 677-695.

Lumpkin, G. T., & Dess, G. G. 1996. Enriching the entrepreneurial orientation construct: A reply to Entrepreneurial orientation or pioneer advantage. Academy of Management Review, 21(3): 605-607.

Lumpkin, G. T., & Dess, G. G. 1996. Clarifying the entrepreneurial orientation construct and linking it to performance. Academy of Management Review, 21(1): 135-172.

Lumpkin, G. T., & Dess, G. G. 1995. Simplicity as a strategy making process: The effects of stage of organizational development and environment on performance. Academy of Management Journal, 38(5): 1386-1407.

### Books

Dess, G. G., & Lumpkin, G. T., & Eisner, A. (forthcoming). Strategic management: Creating competitive advantages, Third Edition. Burr Ridge, IL: McGraw-Hill.

Dess, G. G., & Lumpkin, G. T., & Eisner, A. (forthcoming). Strategic management: Text and Cases, Third Edition. Burr Ridge, IL: McGraw-Hill.

Dess, G. G., & Lumpkin, G. T., & Eisner, A. 2006. Strategic management: Text and Cases, Second Edition. Burr Ridge, IL: McGraw-Hill.

Dess, G. G., & Lumpkin, G. T., & Taylor, M. L. 2005. Strategic management: Creating competitive advantages, Second Edition. Burr Ridge, IL: McGraw-Hill.

Dess, G. G., & Lumpkin, G. T., & Taylor, M. L. 2004. Strategic management: Text and Cases. Burr Ridge, IL: McGraw-Hill.

Dess, G. G., & Lumpkin, G. T. 2003. Strategic management: Creating competitive advantages. Burr Ridge, IL: McGraw-Hill.

## Book Chapters

- Lumpkin, G. T. (forthcoming). Intrapreneurship and innovation. In R. Baum, M. Frese, & R. Baron (Eds.), SIOP Frontiers Series: The Psychology of Entrepreneurship, Mahwah, NJ: Erlbaum.
- Rauch, A., Wiklund, J., Frese, M., & Lumpkin, G. T. (forthcoming). Entrepreneurial orientation and business performance: Cumulative empirical evidence. Frontiers of Entrepreneurship Research, 2004.
- Hills, G. E., Singh, R., Lumpkin, G. T., & Baltrusaityte, J. (forthcoming). Opportunity recognition: Examining how search formality and search processes relate to the reasons for pursuing entrepreneurship. Frontiers of Entrepreneurship Research, 2004.
- Dess, G. G., & Lumpkin, G. T. 2005. Entrepreneurial orientation as a source of innovative strategy. In S.W. Floyd, J. Roos, C. Jacobs, C., & F. Kellermanns (Eds.), Innovating Strategy Process, pp. 3-9. Oxford, UK: Blackwell.
- Lumpkin, G. T. & Dess, G. G. 2005. Entrepreneurial orientation. In M. A. Hitt, & R. D. Ireland (Eds.), The Blackwell Encyclopedia of Management: Entrepreneurship, 2<sup>nd</sup> Edition., pp. 104-107. Oxford, UK: Blackwell.
- Lumpkin, G. T., Hills, G. E., & Shrader, R. C. 2004. Opportunity recognition. In Harold L. Welsch, (Ed.), Entrepreneurship: The Road Ahead, pp. 73-90. London: Routledge.
- Shrader, R. C., Hills, G. E., & Lumpkin, G. T. 2004. Electronic commerce: Current understanding and unanswered questions. In Harold L. Welsch, (Ed.), Entrepreneurship: The Road Ahead., pp. 153-164. London: Routledge.
- Martin, W. L., & Lumpkin, G. T. 2003. From entrepreneurial orientation to “family orientation:” Generational differences in the management of family businesses. Frontiers of Entrepreneurship Research, 2003, pp. 309-321. Babson Park, MA: Babson College. **Winner of 2003 Raymond Family Business Institute Best Paper Award.**
- Lichtenstein, B. B., Lumpkin, G. T., Shrader, R. C. 2003. Organization learning by new ventures: Concepts, applications and opportunities. In J. A. Katz & D. A. Shepherd, (Eds.), Advances in Entrepreneurship, Firm Emergence, and Growth, Vol. 6: Cognitive approaches to entrepreneurship research, pp.11-36. Oxford, UK: Elsevier/JAI.
- Lumpkin, G. T., & Singh, R. P. 2001. Niche portals: Internet oxymoron or brave new entrepreneurial strategy? In John Butler (Ed.) Research in Entrepreneurship and Management, Vol. 1. Greenwich, CT: Information Age Publishing.
- Dess, G. G., & Lumpkin, G. T. 2001. Emerging issues in strategy process research. In M. A. Hitt, R. E. Freeman, & J. S. Harrison (Eds.), The Blackwell Handbook of Strategic Management, pp. 3-34. Oxford, UK: Blackwell.
- Hills, G. E., Shrader, R. C., & Lumpkin, G. T. 1999. Opportunity recognition as a creative process. Frontiers of Entrepreneurship Research 1999, pp. 216-227. Babson Park, MA: Babson College.

- Singh, R., Hills, G. E., Hybels, R., & Lumpkin, G. T. 1999. Opportunity recognition through social network characteristics of entrepreneurs. Frontiers of Entrepreneurship Research 1999, pp. 228-241. Babson Park, MA: Babson College.
- Lumpkin, G. T., Shrader, R. C., & Hills, G. E. 1998. Does formal business planning enhance the performance of new ventures? Frontiers of Entrepreneurship Research 1998, pp. 180-189. Babson Park, MA: Babson College.
- Lumpkin, G. T., & Dess, G. G. 1997. Proactiveness versus competitive aggressiveness: Teasing apart key dimensions of an entrepreneurial orientation. Frontiers of Entrepreneurship Research 1997, pp. 47-58. Babson Park, MA: Babson College.
- Hills, G. E., Lumpkin, G. T., & Singh, R. P. 1997. Opportunity recognition: Perceptions and behaviors of entrepreneurs. Frontiers of Entrepreneurship Research 1997, pp. 168-182. Babson Park, MA: Babson College.

#### Under Review

- Lumpkin, G. T., & Dess, G. G. The effects of “simplicity” on the strategy-performance relationship: A note. Revised and resubmitted to Journal of Management Studies, July, 2005.
- Lumpkin, G. T., Martin, W. L., & Sloat, C. B. The role of entrepreneurial orientation on the performance of family firms in hostile and dynamic environments. Submitted to Family Business Review, July, 2005.
- Martin, W. L., & Lumpkin, G. T. Generational differences in the management of family businesses: From entrepreneurial orientation to “family orientation.” Submitted to Entrepreneurship Theory & Practice, June 2005.
- Martin, W. L., & Lumpkin, G. T. A comparison of centralization and delegation practices in family versus non-family SMEs: A Rasch analysis. Submitted to Journal of Small Business Management, May 2005
- Hansen, D., Hills, G. E., & Lumpkin, G. T. Testing the creativity model of opportunity recognition. Submitted to Frontiers of Entrepreneurship Research, 2005, March 2005.
- Martin, W. L., Vaughn, M., Lumpkin, G. T. Towards a clarification of “family orientation”: An integration of entrepreneurship and family business theories. Submitted to Frontiers of Entrepreneurship Research, 2005, March 2005.
- Lumpkin, G. T., & Chaudhry, A. Absorptive capacity and U. S. immigration policy: An industry-level analysis. Submitted to Academy of Management Review, December, 2004.
- Rauch, A., Wiklund, J., Lumpkin, G. T., Frese, M. Entrepreneurial orientation and business performance: A Meta Analysis. Submitted to Strategic Management Journal, October, 2004.

#### Working Papers

- Hansen, D., Lumpkin, G. T., & Hills, G. E. Entrepreneurial opportunity recognition: Tests of a creativity- based model.
- Lumpkin, G. T., & Dess, G. G. Competing for customers in the new economy: How digitally-based capabilities are transforming industry competitive practices.
- Lichtenstein, B., Corbett, A., & Lumpkin, G. T. Entrepreneurship as learning: Knowledge creation in opportunity recognition, team formation, and organizational emergence.
- Simon, M., Lumpkin, G. T., & Houghton, S. M. The evolving role of information processing in venture formation and success.
- Lumpkin, G. T. Does an entrepreneurial orientation matter to the success of *young* firms?
- Lumpkin, G. T. Organization creation and firm emergence: Implications for specifying a domain.
- Lumpkin, G. T. Strategic goals and the logics of management: Linking three models of strategy.

#### Proceedings

- Martin, W. L., & Lumpkin, G. T. 2005. A comparison of centralization and delegation practices in family versus non-family SMEs: A Rasch analysis. 2005 International Council of Small Business World Conference, Washington, D. C., Proceedings, (electronic).
- Simon, M., Houghton, S. M., & Lumpkin, G. T. 2001. Making lemonade out of lemons: The role of strategy in managing misperceived start-ups. 2001 Academy of Management annual meeting, Washington, D.C., Best Paper Proceedings, (electronic).
- Singh, R., Hills, G. E., Lumpkin, G. T., Hybels, R. 1999. The entrepreneurial opportunity recognition process: Examining the role of self-perceived alertness and social networks. 1999 Academy of Management annual meeting, Chicago, IL, Best Paper Proceedings, (electronic).
- Lumpkin, G. T., & Erdogan, B. 1999. If not entrepreneurship, can psychological characteristics predict entrepreneurial orientation? A pilot study. 1999 United States Association for Small Business and Entrepreneurship annual meeting, San Diego, CA, Proceedings, pp. 475-492.
- Singh, R., Hills, G. E., & Lumpkin, G. T. 1999. New venture ideas and entrepreneurial opportunities: Understanding the process of opportunity recognition. 1999 United States Association for Small Business and Entrepreneurship annual meeting, San Diego, CA, Proceedings, pp. 657-671.
- Hills, G. E., & Lumpkin, G. T. 1997. Opportunity recognition research: Implications for entrepreneurship education. 1997 IntEnt annual meeting, Monterrey, CA, Proceedings.
- Lumpkin, G. T. 1995. Organizational goals: An organizational culture perspective. 1995 Southern Management Association annual meeting, Orlando, FL, Proceedings, pp. 243-246.
- Lumpkin, G. T. 1993. Toward an organizational culture based typology of organizational goals. 1993 Texas Conference on Organizations, Lago Vista, TX, Proceedings, pp. 58-62.

Lumpkin, G. T. 1993. Weick's concept of enactment: Combining managerial cognitions with organizational learning. 1993 Southwest Academy of Management annual meeting, New Orleans, LA, Proceedings, pp. 72-75.

#### Research Presentations

Lumpkin, G. T. Entrepreneurial orientation: Recent findings and future research directions. Paper presented at Hong Kong Baptist University, March, 2005.

Rauch, A., Wiklund, J., Frese, M., & Lumpkin, G. T. Entrepreneurial orientation and performance: Results from two meta-analyses. Paper presented at Chinese University of Hong Kong, March, 2005.

Lumpkin, G. T. Entrepreneurial orientation: Recent findings and future research directions. Paper presented at Queensland University of Technology, February, 2005.

Lumpkin, G. T. Do the dimensions of entrepreneurial orientation co-vary or vary independently: Comparing two dimensions of EO. Paper presented at the University of Kentucky, March, 1997.

#### Conference Presentations

Rauch, A., Lumpkin, G. T., Wiklund, J., & Frese, M. Who the entrepreneur is versus what the entrepreneur does: Comparing the empirical relevance of two dominant approaches. Paper to be presented at the 2005 Academy of Management annual meeting, Honolulu, HI.

Martin, W. L. & Lumpkin, G. T. A comparison of centralization and delegation practices in family versus non-family SMEs: A Rasch analysis. Paper presented at the 2005 International Council of Small Business World Conference, Washington, D. C.

Hansen, D., Hills, G. E., & Lumpkin, G. T. Testing the creativity model of opportunity recognition. Paper presented at the 2005 Babson College-Kauffman Foundation Entrepreneurship Research Conference, Wellesley, MA.

Martin, W. L., Vaughn, M., Lumpkin, G. T. Towards a clarification of "family orientation": An integration of entrepreneurship and family business theories. Paper presented at the 2005 Babson College-Kauffman Foundation Entrepreneurship Research Conference, Wellesley, MA.

Lichtenstein, B., Corbett, A., & Lumpkin, G. T. Entrepreneurship as learning: Knowledge creation in opportunity recognition, team formation, and organizational emergence. Paper presented at the 2005 Lally/Darden/Fisher Entrepreneurship Scholars Retreat, Hocking Hills, Ohio.

Rauch, A., Wiklund, J., Frese, M., & Lumpkin, G. T. Entrepreneurial orientation and performance: Results from two meta-analyses. Paper presented at the 2005 Australian Graduate School of Entrepreneurship International Research Exchange Conference, Melbourne, Australia.

Hills, G.E., Singh, R., Lumpkin, G. T. & Baltrusaityte, J. 2004. Opportunity recognition: New findings and

- alternative search processes. Paper presented at the 2004 PSED Symposium, Clemson University, South Carolina.
- Lumpkin, G. T. Modeling the relationship of pioneering, adaptive, and imitative new entry to performance. Paper presented at the 2004 Academy of Management annual meeting, New Orleans, LA.
- Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. Entrepreneurial orientation and business performance: Cumulative empirical evidence. Paper presented at the 2004 Babson College-Kauffman Foundation Entrepreneurship Research Conference, Glasgow, Scotland
- Hills, G. E., Singh, R., Lumpkin, G. T., & Baltrusaityte, J. Opportunity recognition: Examining how search formality and search processes relate to the reasons for pursuing entrepreneurship and impact firm founding. Paper presented at the 2004 Babson College-Kauffman Foundation Entrepreneurship Research Conference, Glasgow, Scotland.
- Lumpkin, G. T., & Dess, G. G. Value-adding strategies and Internet business models for entrepreneurial e-commerce. Paper presented at the 2004 USASBE annual meeting in Dallas, TX.
- Simon, M., Lumpkin, G. T., & Houghton, S. M. The evolving role of information processing in venture formation and success. Paper presented at the 2003 Lally/Darden Entrepreneurship Scholars Retreat, Rensselaersville, NY.
- Lichtenstein, B. B., Dooley, K. J., & Lumpkin, G. T. An Emergence Event in New Venture Creation: Measuring the Dynamics of Nascent Entrepreneurship. Paper presented at the 2003 Lally/Darden Entrepreneurship Scholars Retreat, Rensselaersville, NY.
- Lumpkin, G. T., Lichtenstein, B. B., Shrader, R. C. Organizational learning in the opportunity recognition process: Implications for enhancing internal corporate venturing. Paper presented at the 2003 Academy of Management annual meeting, Seattle, WA.
- Martin, W. L., & Lumpkin, G. T. From entrepreneurial orientation to “family orientation:” Generational differences in the management of family businesses. Paper presented at the 2003 Babson College--Kauffman Foundation Entrepreneurship Research Conference, Wellesley, MA.
- Lichtenstein, B. B., Lumpkin, G. T., & Dooley, K. J. The dynamics of organization creation: Tracking the in-depth thoughts and actions of a nascent entrepreneur. Paper presented at the 2003 Babson College--Kauffman Foundation Entrepreneurship Research Conference, Wellesley, MA.
- Lumpkin, G. T., Clouse, W., D'Intino, R., & Stoica, M. 2002. Teaching entrepreneurial e-commerce. Symposium presented at the 2002 USASBE annual meeting in Reno, NV.
- Hills, G. E., Lumpkin, G. T., Singh, R., & Decker, M. 2002. Teaching opportunity recognition. Symposium presented at the 2002 USASBE annual meeting in Reno, NV.
- Lumpkin, G. T., Shrader, R. C., & Hills, G. E. Entrepreneurial opportunity recognition: A creativity-based model. Paper presented at the 2001 Academy of Management annual meeting, Washington, D.C.
- Simon, M., Houghton, S. M., & Lumpkin, G. T. Making lemonade out of lemons: The role of strategy in

- managing misperceived start-ups. Paper presented at the 2001 Academy of Management annual meeting, Washington, D.C.
- Lumpkin, G. T. & Sloat, C. B. Do family firms have an entrepreneurial orientation? Paper presented at the 2001 Babson-Kauffman Entrepreneurship Research Conference, Jonkoping, Sweden.
- Stoica, M., T. Lumpkin, R. Shrader, L. Gundry & J. Kickul. 2001. Technology Start-ups: Unique or Generic E-Models? Symposium presented at the 2001 USASBE/SBIDA annual meeting in Orlando.
- Lumpkin, G. T., & Singh, R. P. 2000. Niche portals: Internet oxymoron or brave new entrepreneurial strategy? Paper presented at the 2000 Academy of Management annual meeting, Toronto, Canada.
- Manion, M., Hills, G. E., & Lumpkin, G. T. 2000. The effects of technological innovation on the recognition of new venture opportunities. Paper presented at the 2000 Babson College--Kauffman Foundation Entrepreneurship Research Conference, Wellesley, MA.
- Lichtenstein, B. Y., Carter, N. M., & Lumpkin, G. T. 2000. Is new venture emergence chaotic? New methods for exploring the non-linear nature of nascent entrepreneurship. Paper presented at the 2000 Babson-Kauffman Entrepreneurship Research Conference, Wellesley, MA.
- Lumpkin, G. T., Shrader, R. C., & Hills, G. E. 2000. Opportunity recognition as learning: Applying three models of learning to the opportunity recognition process. Paper presented as part of a joint symposium entitled Learning and Entrepreneurial SME Growth at the 2000 ICSB Conference, Brisbane, Australia.
- Lichtenstein, B. Y., Lumpkin, G. T., & Walton, J. T. 2000. Organizational learning in new ventures: Enhancing entrepreneurial success in the new millennium. Paper presented at the 2000 USASBE/SBIDA National Conference, San Antonio, TX
- Singh, R., Hills, G. E., Lumpkin, G. T., Hybels, R. 1999. The entrepreneurial opportunity recognition process: Examining the role of self-perceived alertness and social networks. Paper presented at the 1999 Academy of Management annual meeting, Chicago, IL.
- Lyon, D., Lumpkin, G. T., & Dess, G. G. Enhancing research into a key strategic decision process: Three approaches to measuring entrepreneurial orientation. Paper presented at the 1999 Academy of Management annual meeting, Chicago, IL.
- Hills, G. E., Shrader, R. C., & Lumpkin, G. T. 1999. Opportunity recognition as a creative process. Paper presented at the 1999 Babson College--Kauffman Foundation Entrepreneurship Research Conference, Columbia, SC.
- Singh, R., Hills, G. E., Hybels, R., & Lumpkin, G. T. 1999. Opportunity recognition through social network characteristics of entrepreneurs. Paper presented at the 1999 Babson College--Kauffman Foundation Entrepreneurship Research Conference, Columbia, SC.
- Lumpkin, G. T., & Erdogan, B. 1999. If not entrepreneurship, can psychological characteristics predict entrepreneurial orientation? A pilot study. Paper presented at the 1999 United States Association for Small Business and Entrepreneurship annual meeting, San Diego, CA.

- Singh, R., Hills, G. E., & Lumpkin, G. T. 1999. New venture ideas and entrepreneurial opportunities: Understanding the process of opportunity recognition. Paper presented at the 1999 United States Association for Small Business and Entrepreneurship annual meeting, San Diego, CA.
- Lumpkin, G. T. 1998. Do new entrant firms have an entrepreneurial orientation? Paper presented at the 1998 Academy of Management annual meeting, San Diego, CA.
- Johannessen, J-A., Olsen, B., & Lumpkin, G. T. 1998. Defining and measuring innovation as newness: What is new, how new, and new to whom? Paper presented at the 1998 Academy of Management annual meeting, San Diego, CA.
- Lumpkin, G. T., Shrader, R. C., & Hills, G. E. 1998. Does formal business planning enhance the performance of new ventures? Paper presented at the 1998 Babson College--Kauffman Foundation Entrepreneurship Research Conference, University of Gent, Belgium.
- Lumpkin, G. T., & Dess, G. G. 1998. Does "simplicity" moderate the strategy--performance relationship? Paper presented at the 1998 Midwest Academy of Management meeting, Kansas City, MO.
- Hills, G. E., & Lumpkin, G. T. 1997. Opportunity recognition research: Implications for entrepreneurship education. Paper presented at the 1997 IntEnt annual meeting, Monterrey, CA.
- Dess, G. G., Lumpkin, G. T., & McGee, J. E. 1997. Linking corporate entrepreneurship to strategy, structure and process: Suggested research directions. Paper presented at the 42<sup>nd</sup> ICSB World Conference, San Francisco, CA.
- Lumpkin, G. T., & Dess, G. G. 1997. Proactiveness versus competitive aggressiveness: Teasing apart key dimensions of an entrepreneurial orientation. Paper presented at the 1997 Babson Entrepreneurship Research Conference, Babson Park, MA.
- Hills, G. E., Lumpkin, G. T., & Singh, R. P. 1997. Opportunity Recognition: Perceptions and behaviors of entrepreneurs. Paper presented at the 1997 Babson Entrepreneurship Conference, Babson Park, MA.
- Dess, G. G., & Lumpkin, G. T. 1996. Beyond normative ideals: Does entrepreneurial orientation lead to performance? Paper presented at the 1996 Strategic Management Society meeting, Phoenix, AZ.
- Dess, G. G., Lumpkin, G. T., Van de Ven, A. H., & Venkataraman, S. 1996. Entrepreneurial processes: Substantive and methodological considerations. Joint symposium presented at the 1996 Academy of Management annual meeting, Cincinnati, OH.
- Lumpkin, G. T. 1995. Organizational goals: An organizational culture perspective. Paper presented at the 1995 Southern Management Association annual meeting, Orlando, FL.
- Lumpkin, G. T., & Dess, G. G. 1995. "Simplicity" as a moderator of the strategy--performance relationship: An exploratory field study. Paper presented at the 1995 Academy of Management annual meeting, Vancouver, BC.
- Lumpkin, G. T., & Dess, G. G. 1994. Stage of development as a moderator of the "simplicity"--

performance relationship: An exploratory field study. Paper presented at the 1994 Academy of Management annual meeting, Dallas, TX.

Lumpkin, G. T. 1993. Toward an organizational culture based typology of organizational goals. Paper presented at the 1993 Texas Conference on Organizations, Lago Vista, TX.

Lumpkin, G. T. 1993. Weick's concept of enactment: Combining managerial cognitions with organizational learning. Paper presented at the 1993 Southwest Academy of Management meeting, New Orleans.

## **TEACHING EXPERIENCE**

- |                |   |  |
|----------------|---|--|
| 2005           | - | Visiting Professor of Management and Entrepreneurship<br>Queensland University of Technology, Brisbane, QLD, Australia<br>Internet Business Models & Strategy (GSN445)   |
| 1996 - present | - | Associate Professor of Management and Entrepreneurship<br>University of Illinois at Chicago<br>Internet Business Models & Strategy (MBA 590)<br>Entrepreneurial E-Commerce (MGMT/MKTG 558)<br>Entrepreneurship (MGMT/MKTG 502; MBA 510)<br>Entrepreneurship: New Venture Formation (MGMT/MKTG 555)<br>Competitive Strategy (MGMT 495)<br>Organizational Design and Administration (MGMT 581) |
| 1995 - 1996    | - | Assistant Professor of Management<br>Northeastern State University, Tahlequah, Oklahoma<br>Strategic Management II (MGMT 5863)<br>Business Policy (MGMT 4213)<br>Principles of Management (MGMT 3183)  |
| 1995           | - | Interim Director of the Small Business Institute<br>University of Texas at Arlington<br>Entrepreneurship & Enterprise Development (BUSA 5332)<br>Small Business Analysis & Administration (BUSA 4338)  |
| 1991 to 1994   | - | Instructor and Research Assistant<br>University of Texas at Arlington<br>Business Policy & Administration (BUSA 4322)<br>Management Theory and Practice (MANA 3319)  |
| 1988 to 1990   | - | Instructor<br>New River Community College, Dublin, Virginia<br>Principles of Management<br>Ethical Issues in Management  |

## **WORK EXPERIENCE**

Director, Lumpkin & Associates, Consultants  
Floyd, Virginia 1988 to 1992

Owner/operator of business consulting firm with emphasis on small businesses and business start-ups. Primary activities included preparing business plans and financing proposals, cash flow analysis and budgeting, developing and implementing financial strategies and controls, market analysis and planning, writing and implementing personnel policies and procedures, and designing and implementing accounting and record keeping systems. Also taught business planning and small business management workshops.

Treasurer & Business Manager, FAEC, Ltd.  
Floyd, Virginia 1985 to 1989

Directed overall corporate financial activity of ethanol manufacturer with forty employees and \$6 million in annual sales. Responsibilities included analyzing and planning new business opportunities, performing all treasury functions, maintaining relations with bankers, attorneys and public accountants, administering annual budget process and supervising the preparation of financial statements, activity reports and Federal and State tax and production reports.

Assistant Treasurer, City of Fairfax  
Fairfax, Virginia 1980 to 1984

Supervised revenue collection, forecasted expenses, managed investments and disbursements, prepared daily activity reports and annual State and City budgets. Developed new accounting and cash management procedures for \$23 million budget to achieve greater internal control and optimal interest earnings. Supervised accounting staff and cashiers and worked with the public.

## **ACADEMIC SERVICE**

### **EDITORIAL**

Member, 2003-present, Editorial Review Board, Journal of Business Venturing

Member, 2002-present, Editorial Review Board, Entrepreneurship Theory & Practice

Ad hoc Reviewer, 2005, Journal of Small Business Management

Ad hoc Reviewer, 2005, Journal of International Business Studies

Ad hoc Reviewer, 2004-2005, Journal of Management Studies

Ad hoc Reviewer, 1998-2003, Journal of Business Venturing

Ad hoc Reviewer, 1997-2004, Academy of Management Review

Ad hoc Reviewer, 1997-2002, Entrepreneurship Theory & Practice

Ad hoc Reviewer, 1995-2004, Academy of Management Journal

Ad hoc Reviewer, 1997, 2001-2004, Journal of Management

Ad hoc Reviewer, 2000, Strategic Management Journal

Ad hoc Reviewer, 1995, Journal of Management Inquiry

Ad hoc Reviewer, 1994, Organization Science

#### PROFESSIONAL SERVICE

Heizer Dissertation Award Judge, 2005, Academy of Management, Entrepreneurship Division

Co-Chair, Doctoral Consortium, 2004-2006, Academy of Management, Entrepreneurship Division

Midwest Regional Liaison, 1997-2002, Academy of Management, Entrepreneurship Division

Reviewer, 1995-2004, Academy of Management annual meeting, Entrepreneurship Division

Reviewer, 1994, 2003, Academy of Management annual meeting, Business Policy & Strategy Division

External Reviewer, 1999, Utah State University entrepreneurship research proposal

#### UNIVERSITY SERVICE

Member, 2000-2004, Advisory Committee, UIC Department of Managerial Studies

Member, 2002-present UIC MBA Professional Development Programs (PDP) Oversight Committee

Member, 1999-2002 E-Commerce Advisory Committee, UIC Professional Development Programs

Member, 1999-2001, MBA Program Task Force, UIC College of Business Administration

Member, 1997, Search Committee, UIC Department of Managerial Studies

#### DISSERTATION COMMITTEES

Jurgita Baltrusaityte, 2005-present, Member

David Hansen, 2004-present, Co-Chair

Matthew Marvel, 2004-present, External member

Hao Zhao, 2004-present, Member

Denis Gregoire, 2004-2005, External member

Patrick Murphy, 2002-2004, Member

Monica Gavino, 2002-2004, Member

Peter Thompson, 1999-2003, Co-Chair

Andrew Corbett, 2001-2002, External member

Berrin Erdogan, 2000-2002, Member

Mike Manion, 1999-2001, Member

Ikechi Ekeledo, 1998-2000, Member

Robert Singh, 1997-1999, Member

Maria Krainer, 1997-1999, Member

Chris Leeds, 1997-1999, Member

## **PROFESSIONAL AFFILIATIONS**

Academy of Management (BPS, ENT, OMT Divisions)

Strategic Management Society (SMS)

United States Association of Small Business & Entrepreneurship (USASBE)

International Council of Small Business (ICSB)

Southern Management Association (SMA)

## **HONORS AND SCHOLARSHIPS**

Participant, 2005, 2003, 2002, 1999, Lally/Darden Entrepreneurship Research Scholars Retreat

2003 Recipient of Raymond Family Business Institute Best Paper Award

2000 Recipient of Best Reviewer award, Entrepreneurship Division, Academy of Management

1998, 1999, 2000 Recipient of Coleman Foundation New Faculty USASBE Scholarship

1998 Recipient of UIC Campus Research Board research grant

1997 Recipient of UIC College of Business Administration Venture 2000 grant

1995 Recipient of the Ewing Marion Kauffman Foundation, Center for Entrepreneurial Leadership, Inc.  
Ph.D. Dissertation Fellowship

1995 Recipient of Ph.D. Student Research Award, University of Texas at Arlington

1992, 1993 Recipient of John Deane Stanley Scholarship

1973-1978 Recipient of George F. Baker Scholarship