

As of August 15th, 2007

Evan H. Offstein

EDUCATION

Doctor of Philosophy in Management (Focus on Business Strategy and Strategic Human Resources Management)

Virginia Polytechnic Institute and State University, December 2004

Dissertation: The Upper-Echelon Perspective of Firm Competitive Behavior

Senior Professional in Human Resource Management Certification (SPHR), May 2005

Master of Science in General (Business and Government) Administration (MSA)

Central Michigan University, 2001

Bachelor of Science (BS) in American Politics (Minor in Systems Engineering)

United States Military Academy at West Point, 1994

Graduated in top 15% of class (Academic standing)

Dean's List: 7 out of 8 semesters

Selected for Company Command

ACADEMIC APPOINTMENTS

01/04–current Assistant Professor, Department of Management, Frostburg State University

09/01–12/03 Instructor, Department of Management, Virginia Polytechnic Institute and State University

BOOK and BOOK CHAPTERS

Offstein, E.H. (2006). *Stand Your Ground: Building Honorable Leaders the West Point Way*. Publisher: Praeger-Greenwood. ***Praeger Top-Seller—Second Printing 90 days after release.***

Offstein, E.H., Madhavan, R., & Gnyawali, D.R. (2006). "Pushing the frontier of Leader-Member-Exchange (LMX) research: The contribution of triads," *In Sharing Network Leadership* (Eds., Graen, G.B., & Graen, J.A.). Information Age Publishers.

Jones, A., & Offstein, E.H. (2007). Final negotiation with the American Management Association on *Queen Elizabeth on Leadership*.

PEER-REVIEWED JOURNAL PUBLICATIONS

Offstein, E. H., & Gnyawali, D. R. (2005). CEO compensation and firm competitive behavior: Empirical evidence from the U.S. pharmaceutical industry. *Journal of Engineering and Technology Management*, 20, 201-225.

Offstein, E. H., & Gnyawali, D. R. (2005). Firm competitive behavior as a determinant of CEO pay: Empirical evidence from the U.S. pharmaceutical industry. *Journal of Managerial Psychology*, 20(5), 335-354.

Offstein, E.H., Gnyawali, D.R., & Cobb, A.T. (2005). A strategic human resource orientation towards firm competitive behavior. *Human Resource Management Review*, 15, 305-318. **One of top 15 downloaded articles for HRMR.**

Offstein, E.H., & DuFresne, R. (2007). Promoting positive character development at the United States Military Academy at West Point. *Human Resources Management Journal*, 46, 95-114. **Featured and Reviewed in Wharton's Leadership Digest.**

Offstein, E.H., Morwick, J.M., & Shah, A. (2007). Mentoring and jobs: A contingency approach. *Review of Business*, 27, 32-37. Published by Tobin College of Business at St. John's.

Gnyawali, D.R., Offstein, E.H., & Lau, R. Compensation and competitive behavior: The influence of executive pay structures. *Group and Organization Management*. **(Accepted for Publication-14 June 2007).**

Morwick, J.M., Offstein, E.H., & Shah, A.J. (2005). Managing quality systems in the global competitive environment. *Business Journal*, 20, 15-19.

Offstein, E. H., Tootoonchi, A., & Harrell-Cook, G. (2005). Top management discretion and impact: Drivers of a firm's competitiveness. *Competitiveness Review*, 15(2), 82-91.

Morwick, J.M., Offstein, E.H., & Shah, A.J. Enhancing vendor selection process through quality tools. *American Business Review*. **In Press.**

Offstein, E.H., & Childers, J.P. (2007). Building entrepreneurial E-commerce competitive advantage: A blending of theory and practice. *Advances in Competitiveness Research*, 15, 41-53.

Offstein, E. H., Larson, M. B., McNeill, A. L., & Mwale, H. M. (2004). Are we doing enough for today's graduate student? *International Journal of Educational Management*, 18(7), 396-407.

Offstein, E. H., Tootoonchi, A., & Harrell-Cook, G. (2007). Executive discretion as a driver of firm competitiveness. *Advances in Competitiveness Research*, 15, 1-14.

Offstein, E. H., & Shah, A. (2004). Making the decision to mentor. *SAM Management in Practice*, 4, 1-4.

Offstein, E. H., & Gnyawali, D. R. (October, 2004). A humanistic perspective of firm competitive behavior. *Competition Forum [Published Proceedings]*. **Winner of Best Conceptual Paper for the Annual American Society for Competitiveness Conference.**

Childers, J. P., Offstein, E. H., & Geiger, B. D. (October, 2004). Entrepreneurship and e-commerce: Using trust to attain competitive advantage. *Competition Forum [Published Proceedings]*.

Offstein, E. H., & Morwick, J. (2004). Mentoring our way to improved quality. *Quality Progress*, 37(9), 104.

Shah, A., Phipps, T., & Offstein, E. H. (2004). Wal-Mart Stores, Inc. 2002 case. In F. David (Ed.), *Strategic Management Cases* (10th ed.). New York: Prentice Hall.

Offstein, E. H., & Neck, C. P. (2003). From acing the test to touching base: The sports metaphor in the classroom. *Business Communication Quarterly*, 66(4), 23-35.

WORKING PAPERS

Harrell-Cook, G., & Offstein, E.H. Culture, decoupling, and cognitive constraints: An anatomy of corruption at the top. Targeted for *Journal of Management*.

Offstein, E. H., Gnyawali, D.R. Revisiting the construct of power within the top management team: An empirical investigation. Targeted for the *Journal of Applied Psychology*.

Gnyawali, D.R., Offstein, E.H., Lau, R., & Cobb, T. The impact of top management team incentive pay on firm competitive behavior. Targeted for *Strategic Organization!* or *Journal of Management*.

PROCEEDINGS PUBLICATIONS

Offstein, E. H. (2003). Revisiting the construct of power within the top management team: An empirical investigation. *Best Paper Proceedings of the Southern Management Association*, Clearwater, Florida.

PAPER PRESENTATIONS

Childers, J.S., & Offstein, E.H. Small business e-commerce adoption through a qualitative lens: Theory and observation. 2007 Academy of Management Meetings in Atlanta.

Harrell-Cook, G., & Offstein, E.H. Under the big top: How HRM fails and opportunities for corruption prevail. 2006 Academy of Management Meetings in Atlanta.

Offstein, E.H., Shah, A.J., & Gnyawali, D.R. Effects of CEO-BOD mentoring on firm competitive behavior. 2006 Academy of Management Meetings in Atlanta.

Offstein, E.H., Madhavan, R., & Gnyawali, D.R. Pushing the frontier of Leader-Member-Exchange (LMX) research: The contribution of triads. 2006 Academy of Management Meetings in Atlanta.

Harrell-Cook, G., & Offstein, E.H. Happily ever after: Social accounts, story telling, and employee attitudes. 2005 International Academy of Business Disciplines in Pittsburgh.

DuFresne, R., & Offstein, E.H. Ethics in management education: Perspectives from the United States Military Academy at West Point. 2005 Academy of Management Meetings in Honolulu, Hawaii.

Offstein, E.H., & Gnyawali, D.R. You get what you pay for: Impact of Top management team incentive pay on firm competitive behavior. 2005 Academy of Management Meetings in Honolulu, Hawaii.

Morwick, J., Offstein, E.H., Shah, A. (April 2005). Enhancing organizational competitiveness: A focus on four critical quality issues. Paper accepted at the annual Society for Advancement of Management national meeting, Las Vegas, NV.

Morwick, J., Offstein, E.H., Shah, A. (April 2005). Using quality functional deployment (QFD) in vendor selection process. Paper accepted at the annual International Academy of Business Disciplines (IABD) national meeting, Pittsburgh, PA.

Offstein, E., & Gnyawali, D. R. (August 2004). It pays to behave: Firm competitive behavior as a determinant of CEO pay. Paper presented at the annual meeting of the Academy of Management, New Orleans, LA. ***Winner of the 2004 Best Doctoral Paper of the HR Division of the Academy of Management.***

Offstein, E. H., Shah, A., & Morwick, J. (July 2004). Mentoring programs and jobs: A contingency approach. *International Conference on Creating Global Competitive Advantage*, Udaipur, India.

Gnyawali, D. R., Offstein, E., and Srivastava, M. (August 2003). Intersection between executive compensation and competitive strategy: Empirical evidence from the U.S. pharmaceutical industry. Paper presented at the 2003 International Conference of the Strategic Management Society, Baltimore, MD. ***Strategic Management Society/McKinsey Finalist for Best Paper Award.***

Offstein, E., Gnyawali, D. R., and Srivastava, M. (2003). Executive compensation and firm competitive behavior. Paper presented at the 2003 Annual Meeting of the Academy of Management, Seattle, WA.

TEACHING AT VIRGINIA TECH & FROSTBURG STATE UNIVERSITY

MBA Level

Strategic Change

The Leadership Process

Undergraduate Level

Business Ethics

Leadership

Staffing and Development

TEACHING AND RESEARCH AWARDS

Hoover Award Winner for Teaching Excellence within the Department of Management, College of Business, Virginia Tech, May 2004.

Virginia Tech Graduate Student of the Month for Excellence in Teaching, Research, Course work, and Citizenship, February 2003.

Finalist for Graduate Teacher of the Year at Virginia Tech, Commendation from the University, March 2003, Blacksburg, Virginia.

Phi Beta Delta Honor Society Graduate Merit Award for essay entitled, “Rethinking International Education One Classroom at a Time,” April 9, 2003, Blacksburg, Virginia.

Keynote speaker and Honorary Inductee for the Golden Key International Honor Society, November 9, 2002, Blacksburg, Virginia.

SPEAKING & FEE-BASED CONSULTING

Awarded Maryland State contract to do all leadership training for the Maryland Transportation Authority [fee received, multi-year contract]. Awarded 13 August 2007.

Contract to speak at the Ethics and Compliance Officer Annual Meeting [fee received]: September 2007.

Speaking to Allegany College [fee received]. March, 2007. Topic: Honorable Leadership.

Southwest Florida Law Enforcement Academy [fee received]. January, 2007. Topic: Honorable Leadership.

Lenoir-Rhyne College [fee received]. January, 2007. Topic: Honorable Leadership.

Century Furniture [fee received]. January, 2007. Topic: Honorable Leadership.

Virginia Tech Leadership Conference Keynoter [fee received]. February, 2007. Topic: Honorable Leadership and Personal and Strategic Change.

GAMA International Leadership and Management Conference Toronto [fee received]: March, 2007. Topic: Honorable Leadership.

Indiana University of Pennsylvania [fee received]: March, 2007. Topic: Honorable Leadership.

Raymond James Financial [fee received]: March, 2007. Topic: Honorable Leadership.

Idaho Law Enforcement Academy [fee received]: May, 2007. Topic: Honorable Leadership.

Securian's Tax and Financial Group [fee received]: June, 2007. Topic: Honorable Leadership.

Virginia Association of Volunteer Rescue Squads [fee received]: June, 2007. Topic: Honorable Leadership.

Wheeling Jesuit University [fee received]: August, 2007. Topic: Honorable Leadership.

CHEP International [fee received]: August, 2007. Topic: Honorable Leadership.

Organizational Contract for Solutia regarding networking and knowledge management [fee received]: May 2007 through August 2007.

Human Resource Development Commission [fee received]. March, 2007. Topic: Effective Governance.

GreenApple Christian Schools [fee received]: October, 2007. Topic: Honorable Leadership.

Keynote speaker on The Symposium on Military Legitimacy and Leadership at the Citadel [No fee received]: October 2006.

Keynote speaker to the Richmond Biz-Net Group. Topic: The Power of Honorable Leadership [No fee received]: November 2006.

Community Consulting to the Greater Cumberland Committee [no fee received]. Topic: The Power of Honorable Leadership; September 28, 2006.

Organizational Consulting for Northwestern Mutual Life [fee received]. Topic: The Power of Honorable Leadership; October 2, 2006.

Organizational Consulting for Western Maryland Medical Group [fee received]. Topic: Strategic Change; June 29, 2006.

Organizational Consulting for Western Maryland Medical Group [fee received]. Topic: Negotiation Strategies; March 10, 2006.

Organizational Consulting for Western Maryland Medical Group [fee received]. Topic: Employee Performance Appraisal and Counseling; February 11, 2005.

Organizational Consulting for Western Maryland Medical Group [fee received]. Topic: Improving Employee Satisfaction; March 18, 2005.

Organizational Consulting for Western Maryland Medical Group [fee received]. Topic: Employee Development and Coaching; August 27, 2004.

Executive Coaching for Sean Mikula of Law Firm Harrison & Ford, Atlanta, GA. Topic: Diagnosis and Response to Unionization; Spring 2003.

Keynote speaker to the Society for Human Resources (SHRM), Blacksburg Student Chapter; October 13, 2003.

Chairman of the Economic Development Committee for the City of Frostburg. May, 2005.

City of Frostburg Veteran's Day Speaker, November 2004.

Director, Western Maryland Scenic Railroad. June 2006 – Ongoing.

Guest speaker for the Virginia Tech Engineering Honor Society, February 2002

Guest speaker for the Phi Sigma Pi National Honor Fraternity, October 2002

Panelist speaker for the Virginia Tech Career Night, October 2002

PROFESSIONAL SERVICE

Contributing Editor for Civilian Job News.

Ad-hoc review for Group and Organization Management.

Senior Editor for the Journal of International Business Disciplines.

Reviewer for the International Academy of Business Disciplines (IABD) National Conference. Pittsburgh, PA; 2005

Reviewer for the Southern Management Association Annual Meeting. Charleston, SC, 2005

Reviewer for the Southern Management Association Annual Meeting. San Antonio, TX, 2004

PROFESSIONAL AFFILIATIONS

Academy of Management

Southern Management Association

Society for Human Resources Management

Honorary Inductee to Golden Key International

PROFESSIONAL EXPERIENCE

NOV 00-AUG 01 (Summer work for Commandant of Cadets in 2002, 2003)

Assistant Commandant for Logistics and Personnel; Virginia Military Institute; Lexington, VA

Responsible for all logistics and personnel actions for 1200 cadets at the Virginia Military Institute. Leader and manager of all major logistics operations that involve the Corps of Cadets to include furloughs, graduation, and ceremonial procedures.

- Designed and developed a leadership mentoring program that was eventually introduced by the Commandant of Cadets and other senior administrators.
- Oversaw the logistics of a cadet community service project that encompassed more than 500 cadets over 3 days throughout the Shenandoah Valley.

FEB 99-NOV 00

Group Leader; Target Corporation; Stuarts Draft, VA

Supervise, lead, and motivate 68 teammates in the largest department of Target's highest volume distribution center. Improve operations of Target's receiving department through supply-chain vision and quality control.

- Earmarked within first 30 days as "High Potential Executive"; given high visibility projects to lead and manage.
- Chosen over 70 other Target Executives to lead, manage, and implement a Corporate Common Dynamic Method that involved re-engineering the employee to management communication infrastructure.
- Selected by the General Manager within the first 60 days to lead and facilitate bi-monthly meetings of all Target Executives (90) that involved presentation and communication skills and the ability to think strategically.
- Earned one of the best Target Opinion Surveys ever in Target's Receiving department.

APR 99-JAN 00

Production Supervisor; Corning Telecommunications; Wilmington, NC

Supervise and coach a 29 person shift in the most demanding department of Corning's fiber optic production plant. Ensure customer satisfaction through quality control and meeting deadlines.

- Earned "Best Shift" honors every month of my tenure for production efficiency and output, setting a department record of 7 consecutive months of "Best Shift."
- Within 3 months increased shift's productivity by almost 20% through first listening then giving clear guidance, implementing needed changes, and reallocating resources through quality control.

APR 98-MAY 99

**Captain, Military Intelligence Officer, U.S. Army
Battalion Logistics Officer**

Managed and supervised all logistic efforts for a 415 man intelligence battalion. Directly responsible for the accountability of over 1100 major items of equipment valued in excess of \$129 million.

- On short notice, successfully supported the deployments of 80 soldiers and 15,000 lbs of equipment to 5 countries, with only a two-person shop. Gained invaluable international experience with Army Central Command (Qatar, Bahrain, and Saudi Arabia) and Army Southern Command (Ecuador, Panama, and Honduras).
- Turned in more excess and unused equipment (64 vehicles, trailers, & generators) in 45 days than last 4 supply officers did in 4 years, ridding the battalion of a \$32 million maintenance burden.

DEC 96-MAR 98

Executive Officer; Fort Gordon, GA

Second in command of a 129 person highly deployable company. Responsible for unit's logistics, maintenance, deployment readiness, security posture, common skills training, and overall operations.

- Handpicked (1 out of 11) to lead a diverse 15-person team on an initial and experimental intel mission to Honduras. Because of our successful pioneering, unit now has habitual relationship with Army ground forces in region.
- Developed the best maintenance plan in the battalion evidenced by a consistently higher Operational Readiness rate (over 95%) and by the unit winning 5 of 7 events during the 1997 Maintenance Gunnery competition.
- Orchestrated an Adopt-A-School program, which helped improve the grades, attendance, and discipline record of 7 middle school students. Recognized by the Commanding General of Fort Gordon as the unit's Volunteer of the Year.