

# CARL W. VOIGT

## Office:

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## EDUCATION

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**Ph.D.** University of California, Los Angeles, The Anderson School, December 1996.

**Concentration:** Strategy and Organization with an emphasis in Entrepreneurship.

**Master of Business Administration:** Chan School of Business, Andrews University, Michigan. June, 1982.

**Concentration:** Marketing.

**Bachelor of Arts (Humanities):** Pacific Union College, Angwin, CA. November, 1977.

Avondale College Campus, New South Wales, Australia.

**Diploma of Teaching (Secondary Education):** Avondale College, New South Wales, Australia. November, 1977.

## ACADEMIC EXPERIENCE

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**January, 2010 – Present.** Professor of Clinical Management and Organization, Department of Management and Organization, Marshall School of Business, University of Southern California.

**January, 1999 – December, 2009.** Associate Professor of Clinical, Department of Management and Organization, Marshall School of Business, University of Southern California.

**January, 1994 – January 1999.** Assistant Professor of Clinical, Management and Organization Department, Marshall School of Business, University of Southern California.

**April, 1997 – June, 1997.** Adjunct Assistant Professor, Strategy and Organization, Anderson Graduate School of Management, University of California, Los Angeles.

**August, 1993 – August, 1994.** Assistant Professor (part time), Management Department, College of Business Administration and Economics, California State University, Northridge.

**August, 1985 – June, 1991.** Assistant Professor (non-tenure-track visiting full and part time), Management Department, College of Business Administration, Loyola Marymount University.

## PROFESSIONAL EXPERIENCE IN BUSINESS SCHOOL ADMINISTRATION

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**May, 2001 – June 2005.** Associate Dean, Marshall MBA Program, Marshall School of Business, University of Southern California.

**May, 2000 – May 2001.** Associate Dean, Executive MBA and MBA for Professionals and Managers, Marshall School of Business, University of Southern California.

**May, 1998 – May 2000.** Associate Dean, Undergraduate Programs, Marshall School of Business, University of Southern California.

## **PROFESSIONAL AND BUSINESS EXPERIENCE**

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**Management Consultant.** Consulting experience with commercial and not-for-profit organizations in the areas of strategy, strategic planning, organizational and management analysis; marketing strategy and marketing research; and early stage growth companies. Clients have included firms in the Entertainment, Health Care, Manufacturing, Telecommunications, Engineering, Food Processing, Defense/Aerospace, and Service industries.

**Subject Chair/High School Teacher.** Commerce and Accounting, Betikama Adventist High School, Guadalcanal, Solomon Islands. January, 1978 - December, 1980.

**General Manager.** Betikama Copper, Handicraft manufacturing firm, Guadalcanal, Solomon Islands. December, 1978 - December, 1980.

**Chair.** National Business Studies Curriculum Development Committee, Ministry of Education, Solomon Islands, 1978-80.

**Ministry of Education Board Member.** National Secondary Curriculum Committee, Ministry of Education, Solomon Islands, 1980.

## **ACHIEVEMENTS, HONORS, AND AWARDS**

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**Golden Apple Teaching Awards,** Outstanding teacher of the year, Marshall MBA.PM Program, All MBA.PM Core Courses, 2007/2008, and 2011/2012

**Golden Apple Teaching Awards,** Outstanding teacher of the year, Marshall Undergraduate Program, Management and Organization concentration, 2004/2005, 2009/2010, and 2011-2012

**Award in Teaching Excellence,** Department of Management and Organization, 2001, and 2012

**Evan C. Thompson Faculty Teaching and Learning Innovation Award,** 2009/2010

**Gamma Sigma Alpha Business Professor of the Year,** Gamma Sigma Alpha National Greek Honor Society, 2008

**Golden Apple Teaching Award,** Outstanding teacher of the year, Marshall Undergraduate Program, All Undergraduate Core Courses, 2006/2007

**Golden Apple Teaching Award,** Outstanding teacher of the year, Marshall Undergraduate Program, Management and Organization concentration, 2004/2005 and 2009/2010

**Outstanding Teaching Recognition,** Marshall Undergraduate Program, 2003/2004

**Golden Apple Teaching Award,** Outstanding teacher of the year, Marshall full-time MBA Program, 2000/2001

**Beta Gamma Sigma.** Honorary Society, 1982

**Delta Mu Delta.** Honorary Society, 1981

**The William R. and Florence Nelson Scholarship.** Recipient of merit-based scholarship awarded to an MBA student, School of Business, Andrews University, 1981.

**First in MBA Class.** Graduated first in MBA class, Andrews University, 1982.

**Head Coach.** Solomon Islands Men's National Basketball Team, November, 1978- December, 1980.

Listed in **Who's Who in America's Teachers, 1998, 1999, 2000**

## TEACHING AREAS/INTERESTS

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- Business Policy and Competitive Strategy
- Business, Government, and Society
- Global Strategy and International Management
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- Management and Organization
- Organizational Economics
- Organization Theory and Design

## TEACHING EXPERIENCE

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**Marshall School of Business,** University of Southern California, Spring, 1994 – Present

*Managerial Decision-making & Strategic Planning* (BUAD 497). Undergraduate core capstone course.  
*Strategy Formulation for Competitive Advantage* (GSBA 529). Graduate [MBA.PM] core capstone course.  
*Competitive Strategy* (GSBA 519A). Graduate [MBA.PM] introductory intensive core course.  
*Corporate Strategy* (GSBA 519B). Graduate [MBA.PM] core course.  
*Advanced Strategy* (MOR 465) Undergraduate elective  
*Global Strategy* (MOR 492). Undergraduate elective  
*Competitive Strategy* (GSBA 540). Graduate [Marshall MBA] core course.  
*Global Strategy* (GSBA 515). Graduate [Marshall MBA] core course.  
*Strategic Choice and Valuation* (MOR 562). Graduate MBA elective  
*Management, Global Executive MBA Program* (Shanghai)  
*Management of Organizations* (GSBA 533) Graduate [Marshall MBA] core course  
*Global Leadership & Accountability* (GSBA 513) Graduate [Marshall MBA] core course

**Anderson Graduate School of Management,** University of California, Los Angeles, Adjunct Assistant Professor, Spring, 1997.

*Business Policy.* (420) Graduate [MBA] required core course.

**College of Business Administration and Economics,** California State University, Northridge. Part time Assistant Professor, Fall 1993 – Summer 1994.

*Management and Organizational Behavior* (355). Undergraduate core course.  
*Business Policy* (409). Undergraduate core capstone course.

**College of Business Administration,** Loyola Marymount University. Visiting full time and part time Assistant Professor, Fall, 1995- Spring, 1991.

*Principles of Management.* Undergraduate core course.  
*Business Policy.* Undergraduate core capstone course.  
*Management Strategy and Policy.* Graduate core course.  
*Organizational Design.* Graduate elective course.

*Behavioral Science in Management.* Undergraduate elective course.  
*Business, Government and Society.* Undergraduate core course.

**Chan School of Business,** Andrews University. Adjunct Assistant Professor, Summers, 1986 & 1987.

*Business Policy.* Undergraduate core capstone course.  
*Management Strategy and Policy.* Graduate core course.  
*Management and Organization.* Graduate elective course.

**Anderson Graduate School of Management, University of California, Los Angeles.** Graduate student teaching assistant/associate.

*Business, Government, and Society* (Executive MBA Program), Teaching Associate for Professor William G. Ouchi, 1985.  
*Accounting* (Undergraduate), Teaching Assistant for Professor D. Litt, 1983.

## RESEARCH INTERESTS

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Global Trade and Investment Opportunities and Policy-making  
Strategic Management and Competitive Strategy  
Corporate Diversification and Restructuring  
Corporate and Business-level Demography  
Entrepreneurship, Intrapreneurship and Innovation  
Strategy-making in small and mid-sized firms  
Global Strategy and International Management

## ACADEMIC PRESENTATIONS

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"A Resource-based View of Firm Growth: Managerial Capability, Diversification, and Organizational learning" to be presented at the Academy of Management Meetings, Toronto, August, 2000. [with Douglas R. Johnson and Donald E. Hatfield] *Manuscript under revise and resubmit.*

"Revisiting Jack and the bean Stalk: What do we really know about firm growth in different context?" presented at the Strategic Management Society, Orlando, November, 1998 [with Donald E. Hatfield]

"How Important are Strategic Groups in Explaining Firm Profitability?" Presented at the National Academy of Management Meetings, San Francisco, August, 1990.

"The Needs and Perceptions of a Public vs. Private University's Major Publics", Developments in Marketing Theory, AMA Proceedings, 1985. (with Nabil Y. Razzouk and V. Jabor]

"Swapmeet Retailing: A Profile of Heavy, Medium, and Light Swappers", Proceedings, Special Retailing Conference, Academy of Marketing Science, 1985. [with Nabil Y. Razzouk]

"Marketing to the Poor: The Case of the Swapmeet Seller", Proceedings, Southwestern Marketing Educators Conference, 1984. [with Nabil Y. Razzouk]

"The Needs and Perceptions of a University's Major Publics: An Empirical Investigation", Academy of Market Science Proceedings, 1983. [with Nabil Y. Razzouk]

## **INVITED PRESENTATIONS**

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- “Creating Advantage in Global Services Value Chains: Comparing Mexico to other APEC economies,” COMEXI, Mexico City, October, 2012
- “When NTMs *Become* NTBs: Non-Tariff Barriers to Food and Agriculture Trade in the APEC Region” Workshop on Non-Tariff Measures and Non-Tariff Barriers Affecting Trade in Food and Agricultural Products in the APEC Region, Sendai, Japan, September 2010
- “Consequences of Rules of Origin Complexity: Administrative Burden and Unintended Consequences,” APEC Committee on Trade and Investment Policy, Lima, Peru, August 2008
- “Future of Graduate Business Education,” Seventh Day Adventist Teachers Conference, Andrews University, Michigan, June 2008
- “Comparative Analysis of Rules of Origin within Free Trade Agreements within the APEC Region,” APEC Senior Officials Meeting II, Arequipa, Peru, May 2008
- “Competing for the Future: Lessons from Best Business Practice,” Avondale College Centenary Celebration, Avondale College, N.S.W. Australia, August, 1997.
- “Best Practices in Study Abroad Programs,” AACSB 2001 Conference, March 2001
- “Global Strategy Lecture”, CETYS University, Mexico, February, 2007

## **PROFESSIONAL CONFERENCE PRESENTATIONS**

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- “Cuba and Opportunities for US Business Schools”, Cuba and California Conference, UC Berkeley, September, 2012
- “eCommerce in EMBA Programs: Survey Findings,” EMBA Conference, Newport Beach, October, 2000.
- Best Practices in MBA Curriculums, GMAC Leadership Conference, February, 2004.

## **RESEARCH REPORTS:**

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- “Foreign Direct Investment across APEC: Impediments and Opportunities for Improvement,” APEC Business Advisory Council Research Report, October 2013
- “Trade in Services in the APEC Region: Challenges and Opportunities for Improvement,” APEC Business Advisory Council Research Report, September 2012
- “APEC Supply Chains: Identifying Opportunities for Improvement,” APEC Business Advisory Council Research Report, November 2011
- “Examining the Investment Landscape in Sustainable Energy within APEC,” APEC Business Advisory Council Research Report, November 2010

“Facilitating Temporary Worker Movement in the APEC Region: Opportunities & Challenges,” APEC Business Advisory Council Research Report, November 2009

“Non-Tariff Barriers to Trade in the APEC Region: When Non-Tariff Measures *Become* Non-Tariff Barriers - Insights from Agriculture and Accounting,” APEC Business Advisory Council Research Report, November 2008

“Rules of Origin Regimes and Impact on Business in the APEC Region,” APEC Business Advisory Council Research Report, November 2007

“The Proliferation Of Free Trade Agreements In The Asia-Pacific Region: A Business Perspective,” APEC Business Advisory Council Research Report, November 2006

“Comparative Analysis of Free Trade Agreements in the Asia-Pacific Region,” APEC Business Advisory Council Research Report, August 2006

“Barriers to Global Trade Through Marine Ports”, APEC Business Advisory Council Research Report, November 2005

## **TEACHING CASES**

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Tyson Food Entering China – Cases A & B. Prepared with Baizhu Chen and student Daniel Hockenmeier, 2007

Goodbaby International. Prepared with Baizhu Chen. 2013

Swellfun Prepared with Baizhu Chen, 2013

## **WORKING PAPERS AND WORK-IN-PROGRESS:**

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“Measuring industry relatedness: A decomposition of Rumelt’s tau” [with Douglas R. Johnson and Donald E. Hatfield]

“How Do Corporations Grow? An empirical decomposition analysis of sources of corporate growth.” [with Donald E. Hatfield]

“Measuring Diversification One More Time: A principal components analysis of leading measure of diversification.”

"The Merits and Limitations of the TRINET Data Base as a Source of Disaggregated Data," [with Donald E. Hatfield]

"Strategic Groups, Firm-Specific Barriers to Imitation and Appropriation, and Firm Profits: An Analysis of the Locus of Persistent Firm Profits."

"Entrepreneurship and the Next Generation Innovation Problem: An Analysis of Economic Incentives."

## **UNIVERSITY SERVICE**

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**Faculty Advisor**, Pi Kappa Alpha (PIKE), Fall 2003-present

**Faculty Advisor/Coordinator.** APEC Business Advisory Council (ABAC) – USC Marshall MBA Research Project, 2005-Present. Coordinated and mentored ABAC MBA research program for Busan, Korea (2005); Hanoi, Vietnam (2006); Sydney, Australia (2007); Lima, Peru (2008), Singapore, (2009).

**Course Coordinator.** Managerial Decision-making & Strategic Planning (BUAD 497) Undergraduate core capstone course coordinator, Fall,1997 – Fall 1999.

Responsibilities include scheduling tenure-track, clinical, part time, and doctoral student teachers; coordinating course content, student deliverables, and teaching innovations; and mentoring new junior faculty and doctoral students.

**Member.** Undergraduate Admissions and Financial Aid Committee, Fall 1998-May, 2000.

**Member.** Center for International Business and Education Research (CIBER) Advisory Council, Fall 2000-Present.

**Faculty Fellow.** University Residential Hall Program, 1998-May 2000. Assigned to North Hall Residential Community and Business Theme Floor.

**Chair.** Department of Management & Organization Undergraduate Curriculum Committee, Marshall School of Business, University of Southern California, 2010-Present.

**Chair.** Undergraduate Curriculum Committee, Marshall School of Business, University of Southern California, 1997/98.

**Member.** Undergraduate Curriculum Committee, Marshall School of Business, University of Southern California, 2010-Present.

**Faculty Mentor.** Faculty-Student Mentoring Program, Marshall Undergraduate Programs, Fall, 1997- Spring, 1998.

**Case Team Coach.** Coach of Marshall undergraduate student team in Marshall International Invitational Case Competition, 1997, 1998, 1999, 2000.

2000 Team won “Marshall Cup” against 17 top ranked International Business Schools

1999 Team earned Runner-up honors

1998 Team earned second place.

1997 Team did not place.

**Member.** Undergraduate Management Curriculum Committee, Management and Organization Department, Marshall School of Business, University of Southern California, 1995/96.

**Member.** Graduate Instruction Committee, Marshall School of Business, University of Southern California, 1995/96.

**Member.** Business Ethics Week Program Committee, College of Business Administration, Loyola Marymount University, 1989-1991.

**Academic Advisor.** Undergraduate Management Majors, College of Business Administration, Loyola Marymount University, 1989-1991.

## COMMUNITY SERVICE

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**Member,** New Zealand Trade and Investment Beachheads Program Core Board, January, 2011-Present

**Member.** Long Beach Police Department Chief's Academic Advisory Committee, 1999-Present. Provide advice to Ranking Officers and Chiefs in LBPD.

**Chair.** National Business Studies Curriculum Development Committee, Ministry of Education, Solomon Islands, June, 1978 – June, 1980.

**Ministry of Education Board Member.** National Secondary Curriculum Committee, Ministry of Education, Solomon Islands, 1980.

**School Board Member.** South Bay Junior Academy, Torrance, CA. 1990-91.

## **PERSONAL INFORMATION**

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Birth date and birth place: July 29, 1956: Auckland, New Zealand. (US Permanent Resident) Married with three sons (27, 22, and 18 years old) and a daughter (17 years). Wife, Diane, is a Junior High School teacher. Enjoy most sports and outdoor activities. Played college basketball in Australia. Hobbies include studying Pacific war history, and involvement with community junior sport/recreational programs. Heavily involved in Junior (K-12) recreational activities such as soccer, basketball, and baseball. Actively involved in the Seventh Day Adventist Church.