Description of the Department

Statement of Excellence

The Department of Management & Entrepreneurship believes organizations have an obligation to optimize the “Triple Bottom Line;” that is, to achieve financial, ecological, and social objectives in increasingly competitive global markets.

As teachers, we seek to prepare our students to be global citizens who will think and act systemically regarding the multiple purposes of creating and managing organizations in this responsible way.

Through our faculty service we reach out to the greater community, creating business relationships and partnerships. We serve as a resource to international, national, regional and local organizations.

The faculty take pride in the fact that their research represents a variety of disciplinary perspectives.

Degrees Conferred

The department confers the Business Administration degree and offers two concentrations and one minor. The concentrations are in Entrepreneurship (ENTR) and in Leadership, Change and Social Responsibility (LCSR). During the year we had 440 majors in the Spring and 483 majors in the Fall. We had 19 ENTR concentrators in the Spring and 21 in the Fall. Additionally, we had 12 LCSR concentrators in the Fall and 17 in the Spring.

Faculty Makeup

The department was made up of 10 full-time faculty, one Visiting Professor, four Executives/Entrepreneurs in Residence, and two Adjuncts. Two of those numbers are African-American and five are females. At the end of the academic year one of that number retired from the full-time faculty. Eight of the remaining nine full-time faculty are academically qualified; all of the remaining full-time, Executives/Entrepreneurs and Adjuncts are Professionally Qualified. We were not involved in any recruiting during the reporting period.
Departmental Scholarship

Chapters in Books


Articles in Refereed Journals

Davis


Dehler


Desplaces


**Hansen**


**Hodges**

**Kent**

**Messal**

**Rudd**

Rudd, H. “Gender Differences and Transformational Leadership Behavior: Do Both German men and women lead in the Same Way” (w/Dr. Tom Kent, Dr. Carrie Blair, and Dr.Ulrich Schuele) published in 2010 in the International Journal of Leadership Studies (also blind refereed).

**Presentations**

**Davis**


Davis, A. E. & Shaver, K. G. (2010, June). Social capital or social skills? Evidence From The PSED I and PSED II. Babson College Entrepreneurship Research Conference, Lausanne, Switzerland. (OIC)


**Desplaces**

Welsh, Dianne H., Desplaces, David E., Davis, Amy E.

**Hansen**

Hansen, David J. and Fabian Eggers, “Keywords in Marketing and Entrepreneurship Journals,” presented at the 2010 Marketing and Entrepreneurship Interface Summit, Charleston, SC. (OIC)

Kent


Rudd


Shaver


Editorial Contributions

Dr. Amy Davis
Reviewer:
Journal of Small Business Management
Entrepreneurship Theory & Practice
Administrative Science Quarterly
Dr. Gordon Dehler

Reviews for Academic Journals and Publishers

International Journal of Management Practice: reviewed 1 manuscript
Journal of Management Education: reviewed 5 manuscripts
Journal of Management, Spirituality and Religion: reviewed 1 manuscript
Management Learning: reviewed 1 manuscript
Routledge Publishing: reviewed 2 book proposals
  - International Organizational Behavior: Transcending Borders and Cultures
  - GEM: Becoming a Good Enough Manager

Editorial Responsibilities

Special Issue Co-Editor, Management Learning
  - a 3-1/2 year project based on 2008 OLKC conference in Copenhagen,
  worked with 13 manuscripts for June 2010 Special Issue with two faculty from Copenhagen Business School

Dr. David Desplaces


Dr. Thomas W. Kent

Editorial Board – Journal of Leadership and Organizational Studies. Recently reviewed manuscripts:
"The Role of Generic and Individual Factors on Speaker Effectiveness: The Case of Management Gurus."
"Globalization and the Inward Flow of Immigrants: Issues Associated with the Impatriation of Global Managers."
"Global Mindset: A construct clarification and framework."

Reviewer – Journal of Leadership in Health Services. Recently reviewed manuscripts: "The Development of a Comprehensive Community Health Center in a Rural Community: A Qualitative Case Study"
"Rethinking Performance Evaluation in Health Care"


Reviewer – Journal of Management Development
Dr. Carrie Messal

Ad hoc Journal Reviewer, 2010, Human Performance
Ad hoc Reviewer, 2009, 2010 OBTC: Teaching Conference for Management Educators

Dr. Kelly Shaver

Co-Editor, Special Issue of Small Business Economics Journal of Developmental Entrepreneurship (Board)
Journal of Business Venturing
Entrepreneurship Theory and Practice

External Funding Received/Grants

Dr. Carrie Messal

2011 Faculty Early Career Development (CAREER) Program (SBE) REJECTED
2010 Lowcountry Partnerships for Biomedical Innovation, a Partnerships for Innovation (PFI) Program grant of the National Science Foundation. No. IIP-917987. FUNDED
   Senior researcher on 2 year, $600,000 per year NSF grant
   We are starting the second year of funding

Schottland Scholars Program FUNDED
   Was instrumental in forming a proposal that was funded with an initial gift of $10,000 followed by an annual gift of $50,000 for 4 years. An endowment to permanently fund the program will be considered at that time. We are in the second year of that funding.

Dr. Kelly Shaver

“Professional Development For Doctoral Students”
Kauffman Foundation
Project period: 5/5/10 – 5/14/12; $40,000
(Principal Investigator)

“Lowcountry Partnership for Biomedical Innovation”
Partnerships for Innovation Program, National Science Foundation
Project period: 03/01/10 – 2/31/12; $599,996
(Principal Investigator)

Service Contributions beyond Department

Davis
School of Business Library Liaison
Member of East Cooper Entrepreneurial Women
Affiliated faculty member of the Women’s and Gender Studies program.

Dehler

Member of SoB Assessment Committee [Committee on Program Excellence] headed by Marcia Snyder; looking for ways to improve quality of instruction in School
Conducted monthly developmental seminars for New Faculty Institute [Fall 2009, Spring and Fall 2010]

- a year-long development forum for new hires to CofC faculty

Desplaces

Students in Free Entreprise, Student Org Advisor (Professional Org), Other Officer. (August 2010 - May 2050).
Support and advise team in project development and implementation as well as preparation for the regional and national competition including managing the CUBE operation and the Technology for Africa effort (2009, 2011)

Graduate Education Committee, Committee Member, Member. (May 2010 - April 2012).
Review and approve graduate and continual education programs and courses

Scholarship Committee (center for international education), Committee Member, Member. (April 2009 - December 2011).
Review yearly scholarship applications, designing the online application process (planned fall 2011), review over 200 applications yearly (three times a year)

Founded the organization
Set strategic direction for non-for-profit
Organize and coordinate fundraising efforts to support international service-learning
Administer the Technology For Africa
Assist in Fundraisers

Boys Scout of America, Committee Member, Board Member. (April 2010 - August 2012).
Treasurer for the 140 boy pack (responsible for $23,000 yearly budget), den leader (completed Wood Badge Training), registrar for the Etiwan district day camp (120 boy 5 day camp - 2011), Participated in 4 Eagle Scout Board of Review for Troop 20 (Mount Pleasant)

James Island Connector Run, Committee Member, Member. (January 2010 - December 2011).
Part of race organizing committee (invited), member of the volunteer committee, designed online (google doc) task organizing documents.

CASE Association, President, President/Elect/Past. (May 2008 - May 2011).
Direct organizational effort
Eastern Academy of Management, Advisory Board, Board Member. (May 2008 - April 2011). One of five directors elected to offer direction for the organization

**Hodges**

School of Business and Economics Faculty Senate

**Kent**

Distribute food from super markets to Crisis Ministry Homeless Shelter, Neighborhood House, Ronald McDonald House, and St. Patrick’s Church – 2001 - Present
International Studies Committee -- Present
MBA Committee – Present
Dissertation Committee: Margie Hardwick
Student-Athlete Faculty Expert (SAFE) Adviser -- Present

**Rudd**

Chair, SOB Faculty Development Committee
SOB Chair Search Committee
H&T’s Tenure and Promotion Committee

**Shaver**

Faculty Representative, Federal Demonstration Project, and member of the FDP Faculty
Burden Survey 2 task force.
Member, Dissertation Proposal Review Committee, Kauffman Foundation

**Curriculum Notations**

The departmental curriculum remained essentially the same for the year with a few notable exceptions.

Dr. David Hansen designed and offered a course called Ecopreneurship.

Dr. Kelly Shaver designed a course that was offered and delivered to a joint MUSC/CofC audience. The class included both graduate and undergraduate students.

Dr. Gordon Dehler offered our MGMT 408 – our capstone course – as a project based course. Students worked in project groups [5 in fall 2010; 6 in spring 2011] with external clients, several from MUSC [the main gist of the initiative is to build closer links w/ MUSC], as well as others such as the Gavalas-Kolanko; Metanoia - a community development organization developing leadership and business skills in young people in the No. Charleston/Chicora area; and Charleston Green Initiatives.
Dr. Carrie Blair offered a First Year Experience (FYSE146) called Campus Leadership, Taking the Plunge. The course was offered for first-year students and was taught in accordance to the first-year seminar curriculum. Students in the class were challenged to apply business concepts to campus leadership opportunities. During the class, the students were expected to map out a personal plan for their college career. For their final project, they had to select one organization on campus, analyze the organization, and determine a project that would better the organization. For example, one group analyzed the women's basketball team and submitted a project to increase attendance at women's basketball games.

Mr. Lancie Affonso also conducted a First Year Experience with the Computer Science Dept. called Business, Technology and Innovation.

Dr. David Desplaces offered two travel abroad courses. The first studied business in Dubai. The second included a project in Ghana, Africa. The students worked throughout the semester to raise funds to pay for (1) the collection of used computers and classroom equipment, and (2) to travel to Ghana to install the computers, smartboards, etc. in classrooms.

Distance Education

Mr. Lancie Affonso designed and conducted a DE course called Global Technology Ventures. It was conducted during Maymester, 2011.

Honors College

Dr. Gordon Dehler delivered an Honors course in the Fall of 2010. It was entitled “In the (New) Age of Walmart: Globalization and Issues of Social Justice.” This course employed Walmart symbolically to highlight issues associated with globalization and social justice; however the main focus in this iteration was global poverty, especially in Africa. Of the 15 students enrolled, half were from business and economics while the other half crossed several disciplines, from languages and art history to political science and physics. This meant the course needed to appeal to students with multiple perspectives and interests, and could not be designed as a ‘business course,’ per se.

Other Notable Educational Programs

The Schottland Scholars

A special tribute must be given to Dr. Carrie Blair-Messal for her leadership of the Schottland Scholars program which just completed its second year of preparing ten exceptional students to become tomorrow’s business leaders.

Each year, students are selected into the program after a rigorous application and interview process. These high achievers engage in extracurricular opportunities in the business community
that foster professional development in four key areas: business ethics, global awareness, problem solving, and effective communication.

In 2010-2011, the year’s Schottland Scholar learning theme was on quality, particularly the Baldridge Program, the nation’s notorious public-private partnership dedicated to performance excellence. The Baldridge organization – an ideal backdrop for the Schottland Scholars – helps to improve the performance and competitiveness of U.S. organizations and provides global leadership in sharing successful strategies, performance practices, principles, and methodologies.

During the academic year, the Scholars visited a number of organizations that exemplify excellence, including Milliken, a Malcolm Baldrige National Quality Award Recipient (see below for a list of companies visited).

Beyond their trip to Milliken, the Scholars encountered the Baldrige Award in other ways including a visit to Deloitte & Touche, the accounting firm responsible for Milliken’s accounting. Frank Fusco, Executive Director of the South Carolina Budget and Control Board and member of the Baldridge Award selection committee, spoke at the School of Business on the criteria for determining Baldridge Award recipients.

Most recently, they visited AstenJohnson, where Scholars took a tutorial on Six Sigma and saw, first hand, where quality meets the production floor.

“The Schottland Scholars program afforded unmatched opportunities and experiences in my most critical development year in the School of Business,” says recent graduate, Nick Ogden (economics and business administration). “Engaging with hand-picked, influential business leaders, visiting exemplary organizations, and being continuously challenged advanced my professional development in unforeseeable ways. Thank you to everyone who made it possible, especially the Schottland Family and Dr. Messal.”

A Tribute to the Schottland Family
The Schottland Scholars program is an invaluable professional training ground for young business professionals. It is made possible by the generous support and guidance of Peter and Susan Schottland, and continues a family tradition of support for the College of Charleston. In 1993, Peter’s father, Stan Schottland, started the Schottland Leadership Award and both Peter and Stanley are on the School of Business Board of Governors.

The Schottland Leadership Award goes to an outstanding senior in the School of Business who demonstrates exceptional leadership potential as well as academic excellence. The award winner receives $5,000 upon graduation and a $10,000 scholarship towards graduate school. Last year’s award recipient, Maureen Porzio, is currently enrolled in our MBA program. This year, two recipients earned the award including Elise Lasko (international business and Spanish) and Nevan Phillips (business administration and entrepreneurship), with an honorable mention award given to Kyle Boggs (economics and mathematics). Congratulations to all three honorees.
There are several mentors, guest speakers, corporate hosts and others that make the Schottland Scholars Program a success. Our sincerest gratitude goes to:

- Nella Barkley, President, Crystal Barkley Corporation, member of the School of Business Board of Governors
- Dan Cappell, President and CEO, AstenJohnson
- Buddy Darby, Chairman and CEO, Kiawah Development Partners, Chair of the School of Business Board of Governors
- Bill Finn, former CEO of AstenJohnson, Executive Committee Member of the School of Business Board of Governors
- Mark Fitts, Plant Manager, BP Cooper River Chemical Plant
- Frank Fusco, Executive Director of the SC Budget & Control Board
- Nick Gavalas, VP and CFO, Gavalas-Kalanko Foundation
- Jim Gray, President, Jim Gray Consultants LLC
- Cindy Grosso, Etiquette Expert and Founder, Charleston School of Protocol and Etiquette
- Bill Howard, Special Counsel, Alternate Dispute Resolution, Young Clement Rivers LLP
- Kenneth Lopatka, Attorney, Author of NLRA Rights in the Nonunion Workplace
- Judith Moore, Founder, Charleston Cookie Company
- Jim Newsome, President and CEO, South Carolina State Ports Authority
- David Schools, President, Piggly Wiggly Carolina
- George Spaulding, Executive-in-Residence Emeritus, College of Charleston / Columnist, Post and Courier
- Holland Williams, Director of Career Services, School of Business

**Student Mentors**

- Nella Barkley, President, Crystal-Barkley Corporation
- David Dunlap, President and CEO, Roper St. Francis Hospital
- Richard “Dick” Elliott, President and Owner, Maverick Southern Kitchens
- Nick Gavalas, VP and CFO, Gavalas-Kalanko Foundation
- Jimmie Gianoukous, CEO, ATS Logistics, Inc.
- John Hassell, President, Maritime Association
- Deborah “Sunshine” Herbert, President, Multiplastics, a division of Curd Industries, Inc.
- Brenda Szymanowski, Treasurer, Asten Johnson Corporation
- Jan Waring-Woods, Member, Dixon Hughes
- David Yarborough, General Manager, Lexus of Charleston

**Host Companies/Organizations**

- Alcoa – Mt. Holly
- Automatic Trading Desk, Inc.
- Blackbaud
- Charlotte Motor Speedway
- Deloitte
- The Energy Authority
Departmental Teaching Productivity

During the Fall of 2010 our department included 126 students enrolled in the Entrepreneurship program, 799 enrolled in the Management program. During the Spring of 2011 we had 118 students in the Entrepreneurship program and 862 students in the Management program. We also welcomed 23 students into the SOB’s MBA program.

During the year the department produced 54 credit hours in the Honors College, 123 credit hours via the First Year Experience, and 5436 credit hours through regular class room experiences for a total of 5620 credit hours. Including all full-time faculty, Executives in Residence, and Adjunct faculty that is an average of 331 credit hours per faculty per year. That amounts to approximately 55 students per faculty per semester. This number is a low estimate because Executives in Residence and Adjuncts often co-teach and do not teach each semester. However, the calculation to arrive at the 55 students per faculty per semester assumed that all faculty, execs., and adjuncts taught each semester. Another way to look at it is that the department offered 33 different class sections (or classes) during the Fall of 2010 which delivered 2857 credit hours and 40 classes or sections during the Spring of 2011 which produced 3230 credit hours. On average our class size was 26.6 students per class.

From the class of 2010 our department’s graduates achieve a 58% employment rate while other SOB majors found employment 53% of the time and total CofC graduates were employed at a 47% rate.

Outreach

The most notable and largest outreach activity is our Students in Free Enterprise (SIFE). SIFE is directed by Dr. David Desplaces. SIFE is a partnership between business and higher education that is preparing the next generation of entrepreneurs and business leaders to create a better world for everyone. A global non-profit organization, SIFE offers CofC students the opportunity to solve real-world problems by applying the following educational topics:

- Market economics
- Entrepreneurship
- Business ethics
- Financial literacy
- Success skills
- Environmental sustainability
Teams are challenged to use these educational topics to inspire economic hope and opportunity by teaching children about the global economy, providing necessary assistance to aspiring entrepreneurs, by presenting effective solutions for small business owners to increase profits, by helping low-income families achieve financial independence and by emphasizing the importance of ethical and moral practices.

This year our SIFE students collected new and used educational technology equipment and took that to Africa and installed that equipment in African classrooms.

SIFE is open to all students and we encourage students from majors outside the business arena to join.

Lancie Affonso conducted the Motley Rice Entrepreneurship Camp @ CofC. This program was a workshop for high school students in entrepreneurship. It was sponsored by Motley Rice.

**Future Plans**

**Departmental Strategic Objectives**

Develop an increasingly widespread experiential learning program for BS/BA students including focused internships, work-study programs, summer internships, etc.

Design and gain approval for a Management Major and an Entrepreneurship Major.

Develop and communicate expectations for student and faculty success to guide student behavior within the department.