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CURRENT POSITION: Director, Paul Tiffany & Associates (a management training and consulting firm serving organizations in the U.S. and abroad)

Senior Lecturer, The Haas School of Business,
University of California, Berkeley (since 1994)

EDUCATION: Ph.D., University of California, Berkeley, Program in Business and Public Policy, Graduate School of Business Administration, 1983

MBA, Harvard University, 1970

BA, Loyola University (Los Angeles), 1964

PRIOR ACADEMIC EMPLOYMENT: Assistant Professor of Management, The Wharton School, University of Pennsylvania, 1983-1990; Adjunct Associate Professor of Management, 1991-current

Visiting Professor of Management, SASIN, Chulalongkorn University (Bangkok, Thailand), 2002

Visiting Lecturer in Management, INSEAD (Fontainebleau, France), Fall 1983

Lecturer in Management, Stanford University, Graduate School of Business, 1981-1983

Lecturer, University of Santa Clara, California State University-Hayward, and University of California-Berkeley, 1977-1981

Adjunct Professor of Management, Golden Gate University (San Francisco), 1977-1980

PRIOR NON-ACADEMIC EMPLOYMENT: Assistant to the President, Western Mortgage Corporation (subsidiary of Unionamerica, Inc.), 1973-1975

Management Consultant, Peat, Marwick, Mitchell & Co., 1972

Management Consultant, MacDonald & Company, 1970-1971

Senior Administrative Analyst, County of Los Angeles,
1965-1968

PUBLICATIONS: *Business Plans for Dummies* (San Francisco: IDG Books, 1997),
co-authored with Steven Peterson, Ph.D.

*The Decline of American Steel, How Management, Labor and
Government Went Wrong* (New York: Oxford University Press, 1988);
Japanese translation (1989) as *Kyodai sangyo to tatakau shidosha,
america tekkogyo no kubo*.

"The American Steel Industry," *Encyclopedia of American Business
History and Biography*, (Columbia, SC: Brucoli Clark Layman,
1994).

"Opportunity Denied: The Abortive Attempt to Internationalize the
American Steel Industry, 1903-1929," *Business and Economic History*,
Second Series, Vol. 16 (1987), pp.229-247.

"Corporate Management of the 'External Environment': Bethlehem
Steel, Ivy Lee, and the Origins of Public Relations in the American
Steel Industry," *Essays in Economic and Business History* V (1987),
pp.1-18.

"The Roots of Decline: Business-Government Relations in the
American Steel Industry, 1945-1960," *Journal of Economic History* 44
(Spring, 1984), pp.410-423.

"Industrial Policy and the Decline of the American Steel Industry,"
Journal of Contemporary Business 11 (1982), pp.45-61.

"Corporate Culture and Corporate Change: The Origins of Industrial
Research at the United States Steel Corporation, 1901-1929," in David
Hounshell (ed.), *Pioneers of Industrial Research* (Baltimore: Johns
Hopkins University Press, 1990).

"The Rise of Japanese Lobbying in America," *Chief Executive* 59
(January/February 1990), pp.62-66.

"The U.S. Crisis in Steel -- Origins, Problems, and Proposals," *The
Wharton Annual* 9 (1985), pp.19-24.

- BOOK REVIEWS:** H. Patrick and H. Rosovsky (eds.), *Asia's New Giant - How the Japanese Economy Works* (Washington, DC: The Brookings Institution, 1976), in *California Management Review* 19 (Winter 1976).
- M. Marcus, *Truman and the Steel Seizure Case* (New York: Columbia University Press, 1977), in *California Management Review* 21 (Fall 1978).
- R. Ficken, *Lumber and Politics, The Career of Mark E. Reed* (Seattle: University of Washington Press, 1979), in *Journal of Economic History* 40 (June 1980).
- M. Blackford, *Pioneering a Modern Small Business* (Greenwich, CN: JAI Press, 1979), in *Journal of Economic History* 40 (September 1980).
- R. Tedlow, *Keeping the Corporate Image: Public Relations in Business, 1900-1950* (Greenwich, CN: JAI Press, 1979), in *Journal of Economic History* 40 (December 1980).
- J. Louis and H. Yazijian, *The Cola Wars* (New York: Everest House, 1980), in *Journal of Economic History* 41 (September 1981).
- M. Malone, *The Battle for Butte - Mining and Politics of the Northern Frontier, 1864-1906* (Seattle: University of Washington Press, 1981), in *Journal of Economic History* 42 (June 1982).
- G. Hildebrand, *Borax Pioneer: Francis Marion Smith* (San Diego: Howell-North Books, 1982), in *Journal of Economic History* 43 (June 1983).
- T. McCraw, *Prophets of Regulation* (Cambridge: Harvard University Press, 1984), in the *Journal of Economic History* 44 (March 1985).
- L. Lynn, *How Japan Innovates* (Boulder, CO: Westview Press, 1982), in the *Business History Review* 57 (Spring 1983).
- J. Boswell, *Business Policies in the Making* (London: George Allen & Unwin, 1983), in *Business History Review* 59 (Spring 1985).
- R. Mohl and N. Betten, *Steel City: Urban and Ethnic Patterns in Gary, Indiana, 1906-1950* (New York: Holmes and Meier, 1986), in *Journal of Economic History* 46 (December 1986).
- R. Lacey, *Ford: The Men and the Machine* (New York: Little, Brown, 1986), in *Philadelphia Inquirer* (August 10, 1986).

J. M. Williams, *A Guide to Iron and Steel Pictures in the Hagley Museum and Library* (Wilmington, DE: Hagley Library, 1986), in *Isis* 78 (1987).

R. A. Lauderbaugh, *American Steel Makers and the Coming of the Second World War* (Ann Arbor, MI: UMI Research Press, 1980), in *Business History Review* 62 (Spring 1988).

W. H. Goldberg (ed.), *Ailing Steel, The Transoceanic Quarrel* (New York: St. Martin's Press, 1986), in *Business History Review* (1988).

John P. Hoerr, *And the Wolf Finally Came, The Decline of the American Steel Industry* (Pittsburgh: University of Pittsburgh Press, 1988), in *Journal of American History* (December 1989).

Kenneth Warren, *Big Steel, The First Century of the United States Steel Corporation, 1901-2000* (Pittsburgh: University of Pittsburgh Press, 2001), in *Journal of American History* (April 2002).

PAPER PRESENTATIONS AT ACADEMIC MEETINGS:

"Greenmail and Governance: The Continuing Dilemma," before Academy of Management, 47th annual meeting (1987), with S. Salbu.

"American International Competitiveness: The Case of the Steel Industry," presented to the 17th annual meeting of the Japanese Business History Society, Mt. Fuji, Japan (January 1990).

"American Steel in the Twentieth Century: An Overview," presented at the conference of American historians at the International Institute of Management, Budapest, Hungary (June 1989).

"Japanese Corporate Lobbying in the United States," before Academy of Management, 47th annual meeting (1987).

"Multinationalism Aborted: The Failure of American Steel to Go Abroad," before The Business History Conference, 33rd annual meeting (1987), and before Economic and Business Historical Society, 12th annual meeting (1987).

"Corporate Culture and Corporate Change: The Origins of Industrial Research at U.S. Steel," before Society for the History of Technology, 29th annual meeting (1986).

"Industrial Research in the Early 20th Century: The Experience at U.S. Steel," before the Economic History Association, 44th annual meeting (1986).

"Public Relations at Bethlehem Steel Between the Wars," before Academy of Management, 45th annual meeting (1985).

"Managing the External Environment: The Origins of Public Affairs Management in the Steel Industry," before the Economic and Business Historical Society, 10th annual meeting (1985).

"Japanese Adoption of the Basic Oxygen Steel-making Technology," before the Society for the History of Technology, 27th annual meeting (1984).

"Business-Government Relations in the American Steel Industry After the War," before the Economic History Association, 41st annual meeting (1983).

"Industrial Policy in Steel: A Study in Failure," before the Social Science History Association, 8th annual meeting (1983).

"International and Domestic Factors of Decline in the American Steel Industry," before the Economic and Business Historical Society, 8th annual meeting (1983).

"Historical Analysis in Business-Government Relations: Methodological Issues," before the Academy of Management, 42nd annual meeting (1982).

"Political Capitalism and the Functions of the CEO," before the Academy of Management, 40th annual meeting (1980).

**OTHER
NON-PAPER**

PRESENTATIONS: Panel discussant on "American Business in the International Economy: An Historical Assessment," before the Economic and Business Historical Society, 14th annual meeting (1989).

Panel discussant on "Corporate Culture and Corporate History," before the Economic and Business Historical Society, 13th annual meeting (1988).

Panel discussant on "Industry Analysis," before the Alternative Methods of Organizational Analysis Conference (1985).

Panel discussant on "Business Political Influence," before the Academy of Management, 45th annual meeting (1985).

"The Post-World War II Steel Industry in America," presentation before the Ohio Historical Society (1984).

Seminar presentations at the University of Chicago (1988), University of Delaware (1987), Ohio State University (1985), Harvard University (1984), University of Pennsylvania (1984).

CONGRESSIONAL TESTIMONY: "Industrial Policy in America," testimony before U.S. Congress, Senate Banking Committee, Subcommittee on International Financial and Monetary Affairs, Hearings on S. 849 "The Industrial Revitalization Act of 1983" (1983).

AWARDS:

- Rovensky Fellowship in Business History (1980).
- Truman Foundation Fellowship (1981).
- University of Pennsylvania Research Foundation Award (1984).
- Wharton School Dean's Office Summer Research Grant (1983, 1984).
- Finalist, Wharton School Anvil Award for Excellence in Teaching (1988, 1985, 1984). (Wharton outstanding teacher award).
- Recipient, Wharton Anvil Award (1985).
- Recipient, Wharton School Excellence in Teaching Award (1986).
- Wharton nominee, University of Pennsylvania Lindback Award in Teaching (1987, 1989).
- Nominee, Academy of Management George R. Terry Award for outstanding book on management, 1989.
- Recipient, University of Pennsylvania Lindback Award (1990).
- Finalist, Booz Allen/*Financial Times* best business book of year award, 1998 (for *Business Plans for Dummies*)
- Recipient, Outstanding Instructor Award, University of California, Berkeley Extension Program (2002)

MEMBERSHIPS:

- Alpha Sigma Nu (national Jesuit University Honor Society).
- Beta Gamma Sigma (national business student honor society).
- Economic and Business Historical Society, national president (1986-1987), member Board of Trustees (1985-1989).

(Current as of July 2002)