

**FRANK C. SCHULTZ II (August 2006)**

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**ADDRESS:**

Walter A. Haas School of Business  
545 Student Services #1900  
University of California at Berkeley  
Berkeley, CA 94720-1900

**RESEARCH:** Strategic decision making, executive decision-making expertise, and balancing of stakeholder interests

**FORMAL EDUCATION:**

- Ph.D* (2001) Strategic Management & Organization. University of Minnesota.  
Dissertation Title: Explaining the Link between Strategic Decision Making and Organizational Performance: An Exploration of the Influence of Executive Decision-Making Expertise and Environmental Turbulence. Andrew H. Van de Ven, Chair.  
**Best Dissertation Award Finalist** – Academy of Management BPS Division
- MBA* (1987) Finance and General Management. University of Michigan.
- BA* (1983) Accounting. University of Washington.

**TEACHING & RESEARCH POSITIONS:**

- 2005- present *Lecturer, Economic Analysis & Policy and Organizational Behavior & Industrial Relations Groups, Haas School of Business.*  
Areas include Evening-Weekend MBA and undergraduate competitive strategy and Evening-Weekend MBA leadership. University of California, Berkeley, California.
- 2005- present *Adjunct Assistant Professor, Management Department, Eli Broad Graduate School of Management.*  
Executive Development open enrollment and customized course – “Strategic Thinking: Developing a Senior Management Perspective.” Michigan State University, East Lansing, Michigan.
- 2004- present *Adjunct Faculty, Physician Leadership Academy, The Advisory Board Company Academies.*  
Conduct onsite education programs for healthcare executives, physicians and administrators. Topics include health system economics, health care finance and physician leadership skills. The Advisory Board Company, Washington, D.C.
- 2002- 2005 *Visiting Assistant Professor, Management Department, Eli Broad Graduate School of Management.*  
Areas include Executive Development, Executive MBA, Weekend MBA, Full-Time MBA and undergraduate strategic management and strategic leadership, and case competition team advising. Michigan State University, East Lansing, Michigan.
- 2000-2002 *Visiting Adjunct Instructor/ Assistant Professor, Corporate Strategy and International Business Area.*  
Areas include Evening and Full-Time MBA strategic management, advanced competitive analysis and multidisciplinary action project (MAP) advisor. University of Michigan Business School, Ann Arbor, Michigan.
- 2000-2002 *Visiting Instructor, Management Department, Eli Broad Graduate School of Management.*
- 1991-1994 *Adjunct Instructor. The Citadel, Charleston Southern University, Johnson & Wales University.*  
Courses included accounting, economics, finance, marketing, and statistics.  
Charleston, South Carolina.

## **PUBLICATIONS, RESEARCH UNDER REVIEW & OTHER WORKING PAPERS:**

1. \*Reynolds, S., F. C. Schultz & D. Hekman (2006). Stakeholder Theory and Managerial Decision Making: Constraints and Implications of Stakeholder Balancing Decisions. **Journal of Business Ethics**, 64:3, pp. 285-301.
2. \*Schultz, F. C., S. Pal & D. A. Swan (2004) Who Should Lead a Healthcare Organization: MDs or MBAs? **Journal of Healthcare Management**, 49:2, pp. 103-117.
3. \*Russo, M. V. & F. C. Schultz (2003) Top Managers And Institutional Stakeholders: A Test Of Two Models Of Adaptation And Performance. in Andriof, J., Waddock, S., Rahman, S., and Husted, B.(eds.), **Unfolding Stakeholder Thinking**, Sheffield, UK: Greenleaf.
4. \*Schultz, F. C. Executive Decision-Making Expertise: A Cognitive Reinterpretation of Environmental Turbulence, Information Use and Organizational Performance. (Working Paper)
5. \*Schultz, F. C. An Executive Decision-Making Expertise Perspective on Strategic Decision-Making Speed. (Working Paper)
6. \*Schultz, F. C. The Impact of Organizational Slack on Strategic Decision Making. (Working Paper)
7. \*Van de Ven, A. H., S. M. Lofstrom, J. Thompson, F. C. Schultz, S. J. Bunderson, & R. Rogers. What Matters Most to Patients? Participative Provider Care and Staff Courtesy. (Working Paper)
8. \*Schultz, F. C. & A. H. Van de Ven. A Cognitive Model of Firm and Industry Level Strategic Change. (Working Paper)
9. \*Anderson, M. H., F. C. Schultz, & J. Thompson. New Directions in Leadership Research: Insights from the Cross-Fertilization of Organizational Behavior and Strategic Management Research. (Working Paper)
10. \*Schultz, F. C. A Dynamic Theory of Sequentially Integrated Business-Level Strategies. (Working Paper)

## **ACADEMIC CASES:**

- \*Gillette's Energy Drain (A): The Acquisition of Duracell  
F. C. Schultz, & M. McCune. *Ivey Publishing Case Collection*, London, Ontario, Canada..
- \*Gillette's Energy Drain (B): Energizer's Acquisition of Schick  
F. C. Schultz. *Ivey Publishing Case Collection*, London, Ontario, Canada.
- \*The Integration Journey of Allina Medical Group: Case II  
S. M. Lofstrom, Van de Ven, A. H., Schultz, F. C., Rogers, R., & Engleman, R. in J. Duncan, Griner, P. & Swayne, L., (2002) *The Strategic Management of Health Care Organizations, Fourth Edition*, New York: Blackwell Business.
- \*Tele Danmark (A1): The Early Years of Transformation  
(1995) B. Chakravarthy, Loch, B., Rodan, S., & Schultz, F. C. *INSEAD* case collection, Fontainebleau, France.
- \*Tele Danmark (B1): Partial Privatization  
(1995) B. Chakravarthy, B., Loch, B., Rodan, S., & Schultz, F. C. *INSEAD* case collection, Fontainebleau, France.
- \*Tele Danmark (C1): Tele Danmark in 1995  
(1995) B. Chakravarthy, B., Schultz, F. C., Loch, B., & Rodan, S. *INSEAD* case collection, Fontainebleau, France.

## HONORS, GRANTS, AND AWARDS:

2002	Best Dissertation Award Finalist – Academy of Management Business Policy and Strategy Division
2002	Academy of Management Managerial and Organization Cognition Outstanding Reviewer Award
1999-2000	Carlson School of Management <i>Pb.D.</i> Fellowship
1999-2000	Juran <i>Pb.D.</i> Fellowship in Quality Leadership
1999	Larry L. Cummings Award for Outstanding Doctoral Student Teaching
1996-1998	Allina Health System Ph.D. Fellowship
1997	Richard Ellis DuPuy, Jr. Fellowship in Strategic Management

## TEACHING EXPERIENCE:

Competitive Strategy – Evening-Weekend MBA: University of California, Berkeley  
Leadership – Evening-Weekend MBA: University of California, Berkeley  
Strategic Management – Executive MBA: Michigan State University  
Strategic Management – Evening MBA: University of Michigan  
Strategic Management – Full-Time MBA: Michigan State University, University of Minnesota  
Strategic Management – Weekend MBA: Michigan State University  
Strategic Thinking – Executive Education: Michigan State University  
Advanced Competitive Analysis – Full-Time MBA: University of Michigan  
Strategic Leadership – Weekend MBA: Michigan State University  
Multidisciplinary Action Project (MAP) Faculty Advisor – Full-Time MBA: University of Michigan  
Case Competition Advisor – Big 10 MBA Case Competition Team (1<sup>st</sup> Place 2002 and 2004): Michigan State University  
Case Competition Assistant – National Black MBA Case Competition Team (1<sup>st</sup> Place 2002 and 2004): Michigan State University  
Competitive Strategy – Undergraduate: University of California, Berkeley  
Strategic Management – Undergraduate: Michigan State University, University of Minnesota  
International Management – Undergraduate: University of Minnesota  
Fundamentals of Management – Undergraduate: University of Minnesota, Johnson & Wales University at Charleston  
Principles of Accounting – Undergraduate: Charleston Southern University  
Microeconomics – Undergraduate: Johnson & Wales University at Charleston  
Macroeconomics – Undergraduate: Johnson & Wales University at Charleston  
Principles of Marketing – Undergraduate: The Citadel, Charleston Southern University  
Sales Force Management – Undergraduate: Charleston Southern University  
Financial Management – Undergraduate: Johnson & Wales University at Charleston  
Statistics – Undergraduate: Johnson & Wales University at Charleston

## ACADEMIC PRESENTATIONS:

Schultz, F. C. 2003. The Impact of Organizational Slack on Strategic Decision Making. Academy of Management meetings, Seattle.

Schultz, F. C. 2003. The Myths and Realities of Dissertation Proposals. Managing your Dissertation Professional Development Workshop. Academy of Management meetings, Seattle.

Schultz, F. C. 2002. Decision-Making Speed Expertise. Academy of Management meetings, Denver.

Schultz, F. C., P. Dutta, & P. Johnson. 2000. Mental Models and Decision Making in a Dynamic Health Care Environment. Systems Dynamics Conference, Bergen, Norway.

Van de Ven, A. H., S. M. Lofstrom, F. C. Schultz, & R. Engleman. 2000. Processes of Integrating Clinics into a Large Medical Group Practice. Showcase Symposium, Academy of Management meetings, Toronto.

Van de Ven, A. H., R. Rogers, G. Ellis, R. Engleman, F. C. Schultz. 2000. An Empirical Analysis of Best Practices in Primary Care Clinics. Minnesota Health Services Research Conference, Minneapolis.

Schultz, F. C. 1999. A Cognitive Model of Firm and Industry Level Strategic Change. Academy of Management meetings, Chicago.

Van de Ven, A. H., S. Lofstrom, J. Thompson, F. C. Schultz, S. J. Bunderson, & R. Rogers. 1999. The Correlates of Patients' Experience of Care and Clinic Performance. Minnesota Health Services Research Conference, Minneapolis.

### **ACADEMIC PRESENTATIONS (Continued):**

- Schultz, F. C., M. H. Anderson, & J. Thompson. 1998. New Directions in Leadership Research: Insights from the Cross-Fertilization of Organizational Behavior and Strategic Management Research. Academy of Management meetings, San Diego.
- Russo, M. V. & F. C. Schultz. 1998. Top Managers and Institutional Stakeholders: A Test of Three Models of Adaptation and Performance. Academy of Management meetings, San Diego.
- Schultz, F. C. 1998. Industry Level Integration in the Health Care Industry. Strategic Management Research Center Colloquium, Minneapolis.
- Schultz, F. C., & A. H. Van de Ven, A. 1997 A Cognitive Model of Firm and Industry Level Strategic Change. Harvard Conference on Strategy Process Research, Boston.

### **ACADEMIC SERVICE:**

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|--------------|---|
| 2003-present | Treasurer – Academy of Management Managerial and Organizational Cognition Division  |
| Ongoing      | Academy of Management Ad Hoc Reviewer   |
| Ongoing      | Academy of Management Business Policy and Strategy Division Reviewer  |
| Ongoing      | Academy of Management Managerial and Organizational Cognition Division Reviewer   |
| 2003-present | Organization Science Best Dissertation Proposal Competition Reviewer  |
| 2003         | Managing Dissertation Workshop Co-Coordinator, Academy of Management, Seattle   |
| 2002         | Cognition in the Rough Co-Coordinator, Academy of Management, Denver  |
| 2001         | Cognition in the Rough Co-Coordinator, Academy of Management, Washington, D.C.  |
| 1996-2000    | Strategy Research Group Co-Founder, Department of Strategic Management and Organization, Carlson School of Management, Minneapolis                  |
| 1996-1997    | Doctoral Student Representative to Faculty Meetings, Department of Strategic Management and Organization, Carlson School of Management, Minneapolis |

### **OTHER WORK EXPERIENCE:**

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|---------------|---|
| 1991-1994     | President, Baby's Best Diaper Service, Inc. Charleston, South Carolina                      |
| 1989-1991     | Marketing Representative, International Business Machines, Corp. Charleston, South Carolina |
| 1987-1989     | Financial Analyst, International Business Machines, Corp. Rochester Minnesota               |
| 1986 (Summer) | Financial Analyst, Pillsbury Corp. Miami, Florida   |
| 1983-1985     | Accountant, Chevron USA, Inc. Concord, California   |