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# George E. Smith

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## Education

**Doctor of Philosophy in Public Administration**, The Nelson A. Rockefeller College of Public Affairs and Policy, University of Albany, State University of New York, December 2001.

*Emphasis:* Organizational Behavior and Theory

*Dissertation Title:* Mental Models of Group Development: Do They Exist, How Do They Compare to the Group Development Literature and Do Hierarchical Level and Time/Deadlines Affect Their Content?

**Master of Public Administration**, Institute of Public Management, Marriott School of Management, Brigham Young University, April 1993.

**Bachelor of Science**, Sociology, Brigham Young University, Provo, Utah, December 1990.

## Academic Experience

**Professor of Management**. University of South Carolina Beaufort, Department of Business Administration, Bluffton, SC, August 2020–present.

*Courses taught:*

- Human Resource Management (MGMT 374)
- Principles of Management and Leadership (MGMT 371)
- Organization Behavior (MGMT 376)
- Business Ethics (BADM 379)
- Entrepreneurship (BADM 380)
- Contemporary Business (BADM 101)
- Business Research Methods (BADM 396)
- Management Information Systems (MGSC 390)

**Associate Professor of Management**. University of South Carolina Beaufort, Department of Business Administration, Bluffton, SC, August 2015–July 2020.

**Associate Professor of Business**. Albright College, Department of Business, Accounting & Economics, Reading, PA, August 2010–June 2015.

*Courses taught:*

- Principles of Management (BUS346)
- Business, Government, and Society (BUS380)
- Senior Management Seminar (BUS496)
- Small Business Management (BUS365)
- Strategies and Policies (BUS460)
- Organizational Psychology (PSY271)

**Assistant Professor of Business.** Albright College, Department of Economics and Business, Reading, PA, August 2007–2010.

**Assistant Professor of Management.** College at Oneonta, State University of New York, Division of Economics and Business, Oneonta, NY, August 2002–May 2006.

*Courses taught:*

- Fundamentals of Management (MGMT241)
- Human Resource Management (MGMT341)
- Organizational Behavior (MGMT343)

## **Professional Experience**

**Agency Training and Development Specialist I.** New York State Workers Compensation Board (WCB), Information Management Services, Albany, NY, January 2007–August 2007.

**Senior Computer Programmer/Analyst, Senior Administrative Analyst, New York State Public Management Intern (PMI).** New York State Department of Civil Service, Information Resource Management–Systems Design and Development, Albany, NY, June 1998–July 2002.

## **Research Interests**

- Management education and pedagogy
- Management history
- Ethics/Business and Society
- Organizational culture
- Mental models and cognition

## **Publications and Research**

*Journals*

Kathleen J. Barnes, George E. Smith and Olivia Hernández-Pozas (2017) “What’s Your CQ? A Framework to Assess and Develop Individual Student Cultural Intelligence,” *Organization Management Journal*, 14(1): 34-44.

George E. Smith, Kathleen J. Barnes, and Sara Vaughan (2017) "Introduction to the Special Issue on Current Issues in AACSB Accreditation," *Organization Management Journal*, 14(1): 2-6.

George Smith, Kathleen Barnes and Claudia Harris (2014) "A Learning Approach to the Ethical Organization," *The Learning Organization*, 21(2): 113–125.

Kathleen Barnes and George Smith (2013) "Beyond the Textbook: An Approach to Facilitating Student Understanding of Organizational Culture in Organizations," *Organization Management Journal*, 10(1): 45-65.

Kathleen Barnes, George Smith, and Madeline Constantine (2012) "You Want Me to Trust You?: Using Adventure Learning to Teach Millennials About Trust," *Organization Management Journal*, 9(4): 255-267.

George Smith (2007) "Management History and Historical Context: Potential Benefits of Its Inclusion in the Management Curriculum." *Academy of Management Learning & Education*, 6(4): 522-533.

George Smith (2001) "Group Development: A Review of the Literature and Suggestions for Future Research Directions." *Group Facilitation: A Research and Applications Journal*, number 3, Spring 2001: 14-45.

### ***Books and Edited Volumes***

Kathleen Barnes and George Smith, *Taking Sides: Clashing Views in Management*, 5e, McGraw-Hill, 2018.

Kathleen Barnes and George Smith, *Taking Sides: Clashing Views in Management*, 4e, McGraw-Hill, 2014.

### ***Proceedings***

Kathleen Barnes and George Smith, "Cultural Intelligence Learning Activities Based on Undergraduates Cognitive Development Level," *2014 Eastern Academy of Management Conference Proceedings* (May 2014): 709-748.

JoDee LaCasse, Kathleen Barnes, and George Smith, "From Schein to Denison: Organizational Culture Revisited," *2011 Eastern Academy of Management Conference Proceedings* (May 2011): 2116-2150.

George Smith, "Filling the Void: An Exercise to Enhance Student Understanding of Corporate Social Responsibility Reporting Using the Global Reporting Initiative's (GRI) G3

Reporting Guidelines,” 2010 Northeast Business and Economics Association (NBEA) 37<sup>th</sup> Annual meetings (Sep/Oct 2010).

Kathleen Barnes, George Smith, Madeline Constantine, and Karen Shuler, “Teaching Teamwork Through Experiential Learning,” 37<sup>th</sup> Annual OBTC Teaching Conference (June 2010).

Kathleen Barnes, George Smith, and Madeline Constantine, “Teaching Teamwork with Adventure Learning,” *2010 Eastern Academy of Management Conference Proceedings* (May 2010): 529-559.

George Smith, “Corporate Social Responsibility Reporting: Making Nebulous Textbook Presentations Tangible by Reading and Critiquing Real Reports,” 36<sup>th</sup> Annual OBTC Teaching Conference (June 2009): 116-132.

Kathleen Barnes, George Smith, and Madeline Constantine, “You Want Me to Trust You?: Teaching Trust in Teams Through Adventure Learning,” 36<sup>th</sup> Annual OBTC Teaching Conference (June 2009): 589-624.

Kathleen Barnes, George Smith, and Madeline Constantine, “Millennials Don't Trust Easily: Using Adventure Learning to Teach Millennials Trust,” *2009 Eastern Academy of Management Conference Proceedings* (May 2009): 990-1024.

Kathleen Barnes and George Smith, “Beyond the Textbook: Teaching and Understanding Organizational Culture in Real Organizations.” *35th OBTC: Teaching Conference for Management Educators Proceedings* (June 2008).

Kathleen Barnes and George Smith, “Up Close and Personal: Understanding Organizational Culture through Teaching and Experiencing an Organization's Culture.” *2008 Eastern Academy of Management Conference Proceedings* (May 2008): 2190-2219.

#### ***Technical Reports and Other Published Works***

George Smith, A Review of the New York State Information Technology (IT) Workforce Skills Assessment Survey: IT Training/Development Implications for the New York State Workers' Compensation Board.

Sue R. Faerman, Alissandra D'Aquanni, Kathleen Barnes and George Smith  
New York State Department of Health Organizational Culture Assessment, A Report to the New York State Department of Health.

#### ***Presentations and Symposia***

Kathleen Barnes, Rita Shea-Van Fossen, John Stark and George Smith “Going to the Dark Side: Thinking About Taking On Administrative Roles in Today’s Dynamic Higher Education Arena,” MOBTS (June 2019).

Kathleen Barnes, Rita Shea-Van Fossen, and George Smith, “Reinventing Ourselves: Thinking about Staying Relevant in Today’s Dynamic Higher Education Arena,” 45<sup>th</sup> Annual OBTC Teaching Conference (June 2018).

Kathleen Barnes, George Smith, and Olivia Hernandez-Pozas, “What’s Your CQ? An Approach to Assessing and Developing Individual Student Cultural Intelligence the AACSB Way,” 43<sup>rd</sup> Annual OBTC Teaching Conference (June 2016).

George Smith, Kathleen Barnes, Olivia Hernandez-Pozas and JoDee LaCasse, “Are You Culturally Intelligent? A Framework to Assess and Develop Cultural Intelligence,” Eastern Academy of Management Conference (May 2016).

Kathleen Barnes and George Smith, “Cultural Intelligence Learning Activities Based on Undergraduates’ Cognitive Development Level,” Academy of Management Annual Meeting, (August 2015).

Kathleen Barnes and George Smith, “You Want Me to Work in a Team? An Approach to Teaching and Assessing Teamwork the AACSB Way,” 42nd Annual OBTC Teaching Conference (June 2015).

Kathleen Barnes and George Smith, “Cultural Intelligence Learning Activities Based On Undergraduates’ Cognitive Development Level,” Academy of Management Teaching and Learning Conference, (August 2014).

2014 Management Education and Development and Journal of Management Education Writers Workshop, facilitator (1 of 12), Academy of Management Annual Meeting, (August 2014).

Kathleen Barnes, George Smith and Claudia Harris, “Insertion, Infusion and Interlocking of Global Culture Awareness Instruction – An Approach to Teaching Global Cultural Awareness the AACSB Way,” 41st Annual OBTC Teaching Conference (June 2014).

Kathleen Barnes and George Smith, “Cultural Intelligence Learning Activities Based on Undergraduates’ Cognitive Development Level,” Eastern Academy of Management Conference (May 2014).

Kathleen Barnes and George Smith, Professional Development Workshop (PDW), “How to Use Adventure Learning to Teach Millennials Trust,” Eastern Academy of Management Conference (May 2013).

Kathleen Barnes, George Smith, Madeline Constantine, “What Did You Say?: Teaching Effective Communication Through Experiential Learning,” Eastern Academy of Management Conference (May 2012).

Kathleen Barnes and George Smith, “Beyond the Textbook: Teaching An Understanding of Organizational Culture in Real Organizations,” 2011 Academy of Management Annual Meeting, (August 2011).

JoDee LaCasse, Kathleen Barnes, and George Smith, “From Schein to Denison: Organizational Culture Revisited,” Eastern Academy of Management Conference (May 2011).

George Smith, “Approaching Ethical Classroom Instruction through Instructional Systems Design (ISD): Lessons on Teaching and Learning from the ADDIE ISD Model,” 2010 Northeastern Association of Business, Economics and Technology (NABET) 33rd Annual Meeting (October 2010).

George Smith, “Filling the Void: An Exercise to Enhance Student Understanding of Corporate Social Responsibility Reporting Using the Global Reporting Initiative’s (GRI) G3 Reporting Guidelines,” 2010 Northeast Business and Economics Association (NBEA) 37<sup>th</sup> Annual meetings (Sep/Oct 2010).

Kathleen Barnes, George Smith, Madeline Constantine, and Karen Shuler, “Teaching Teamwork Through Experiential Learning,” 37<sup>th</sup> Annual OBTC Teaching Conference (June 2010).

Kathleen Barnes, George Smith, “Teaching Teamwork with Adventure Learning.” Eastern Academy of Management Conference (May 2010).

George Smith, “Corporate Social Responsibility Reporting: Making Nebulous Textbook Presentations Tangible by Reading and Critiquing Real Reports,” 36<sup>th</sup> Annual OBTC Teaching Conference (June 2009).

Kathleen Barnes, George Smith, Karen Shuler, and Madeline Constantine, “You Want Me to Trust You?: Teaching Trust in Teams Through Adventure Learning,” 36<sup>th</sup> Annual OBTC Teaching Conference (June 2009).

Kathleen Barnes, George Smith, and Madeline Constantine, “Millennials Don't Trust Easily: Using Adventure Learning to Teach Millennials Trust.” Eastern Academy of Management Conference (May 2009).

Kathleen Barnes and George Smith, “Beyond the Textbook: Teaching and Understanding Organizational Culture in Real Organizations.” 35<sup>th</sup> OBTC: Teaching Conference for Management Educators (June 2008).

Kathleen Barnes and George Smith, “Up Close and Personal: Understanding Organizational Culture through Teaching and Experiencing an Organization’s Culture.” Eastern Academy of Management Conference (May 2008).

George Smith, “Mental Models and Management: Defining the Concept, Examining the Literature and Discussing Future Research Directions,” Northeast Business & Economics Association 32nd Annual Conference (Fall 2005)

### ***Work in Progress***

George Smith, Kathleen Barnes, and Rita Shea-Van Fossen, “Reinventing Ourselves: Career Development and Professional Relevance in Today’s Dynamic Higher Education Arena” (working title).

George Smith, Kathleen Barnes and Claudia Harris, “Creating the Ethical Organization – Might Learning Organizations Hold the Key?”

George Smith, “Approaching Ethical Classroom Instruction through Instructional Systems Design (ISD): Lessons on Teaching and Learning from the ADDIE ISD Model.”

## **Service**

### **College/University**

- Chair, Academic Planning and Assessment Committee (APAC), University of South Carolina Beaufort, 2018-2019.
- Academic Council (AC), University of South Carolina Beaufort, 2016–present.
- Albright College Enrollment Development Committee, 2014 – 2015
- Albright College Assessment Committee, 2008-2010
- Albright College Information Development Committee, 2008-2011, 2013-2014
- Albright College Honors Subcommittee, 2008-2014
- Albright College Honorary Degree Advisory Group, 2010-2011
- Member of Chief Technology Officer (CTO) search committee (Albright College), 2011
- External reviewer for Accounting Department’s 5-Year Review, Spring 2009

## Department

- Chair, Business Administration Department, University of South Carolina Beaufort, Spring 2016 – present
- Program Coordinator, Nights, Online and Weekends (NOW) Degree Plan, Summer 2019 – present
- Economics and Business Department/Business, Accounting & Economics Chair/Co-Chair, Albright College, August 2011-June 2015
- Chair, search committees (2018 (5), 2014, 2012)
- Search committee member
- Member of the Business Advisory Council development team, 2009–2013
- Faculty Recruitment, Planning and Development Committee, 2003–2005
- Student Progress Committee, 2003–2005
- Personnel Hearing Committee, 2004–2005
- Student advising

## Professional

- Co-editor, Association for the Advancement of Collegiate Schools of Business (AACSB) Accreditation (Special Issue), *Organization Management Journal* (forthcoming 2021)
- Reviewer, *Organizational Behavior and Management*, 14<sup>th</sup> ed, Konopaske, Ivancevich and Matteson, McGraw-Hill. Forthcoming.
- Co-editor, Association for the Advancement of Collegiate Schools of Business (AACSB) Accreditation Current Issues (Special Issue), *Organization Management Journal* (issue published April 2017)
- Track Co-Chair, Association for the Advancement of Collegiate Schools of Business (AACSB) Accreditation track, 2016 Eastern Academy of Management Conference
- Track Chair, Business Policies and Strategy track, 2014 Eastern Academy of Management Conference
- Track Chair, Ethics, Corporate Social Responsibility, and Sustainability track, 2011, 2012 and 2015 Eastern Academy of Management Conferences
- Reviewer, Organizational Behavior Teaching Conference, 2014
- Reviewer, Eastern Academy of Management, 2011, 2014, 2016
- Ad hoc reviewer, *Academy of Management Review*
- Doctoral Dissertation Reader, University of St. Thomas. JoDee A. LaCasse (Doctoral candidate), *A Multimethod Organizational Cultural Analysis of a State Correctional Institution Using a Modified Denison Organizational Culture Survey* (Dr. Robert Brown, University of St. Thomas, Chair). Successfully defended March 19, 2010.

## Community



- Boy Scouts of America, Assistant Scoutmaster, Troop 139/140, Hawk Mountain Council, 2007–2008 and 2010–2014.
- Boy Scouts of America, Troop Committee Member, Troop 140, Hawk Mountain Council, 2007–2010.
- Boy Scouts of America, Troop Committee Member/Scoutmaster, Troop 66, West Oneonta, Otschodela Council, 2004–2007.
- Soccer coach, Soccer Association for Youth (SAY), Oneonta, NY, Fall 2005.

### **Undergraduate Research – Senior Theses**

- Leigh Ann Gregoire (2013), *Crises, Damage Control and Social Media Response* (Reader)
- Adam Toroniewski (2012), *Public Financing Repayment and Tax Incentives of Stadiums* (Supervisor)
- Heather Hardin (2009), *The More Things Change the More They Stay the Same: A Business Review of the Sherman Antitrust Act, the 18th and 21st Amendments* (Supervisor)

### **Professional Associations**

- Eastern Academy of Management, 2008–2012
- Academy of Management, 2002–2007, 2014
- Organizational Behavior Teaching Society (OBTS), 2002–2003, 2005–2006, 2008–2010, 2014, 2018–2019
- Northeast Business & Economics Association, 2005, 2011
- Northeastern Association of Business, Economics and Technology (NABET), 2011

### **Other Skills, Training and Awards**

Eastern Academy of Management “outstanding reviewer,” 2011.

Attended Accreditation Council of Business Schools & Programs (ACBSP) seminar, “Guiding Principles of ACBSP Accreditation and Assessment of Student Learning,” January 2011.

Recognized by the SUNY College at Oneonta Inter Greek Council as an Outstanding Faculty member, November 2004.