
Michael Stoica
CURRICULUM VITAE

Address:

School of Business, Washburn University, 1700 SW. College Avenue, Topeka, KS 66621
Phone: (785) 231-1010x1592; Fax: (785) 231-1063
E-mail: zzstoica@washburn.edu or michael.stoica@washburn.edu

Key qualifications: Business strategy, management, entrepreneurship, international business, marketing.

Research Interests:, business strategy, business adaptability to change, organizational culture, entrepreneurship, global/joint ventures

Foreign language skills: Romanian, French, German.

Education

Ph.D. (Business Administration), Washington State University, 1995.

Ph.D. (Engineering), Institute for Atomic Physics, Bucharest, Romania, 1985.

Master of Business Administration, Washington State University, 1994.

Postgraduate Studies in Economic Engineering, University Politechnica Bucharest, Romania, 1980.

Master in Engineering, University Politechnica Bucharest, Romania, 1975.

Teaching Experience:

1999-to the present, Associate Professor, School of Business, **Washburn University**.

Teaching Business Strategy, International Marketing, Entrepreneurship, and Marketing Management to graduate and undergraduate students. The case analysis technique is used to debate strategic issues facing a variety of companies. Critical thinking and discussion teaching represent the foundation for the courses. Designed the Entrepreneurship, Business Strategy and Marketing Management classes as field case classes. Rely on local network and the partnership with the local Chamber of Commerce and the Small Business Development Center as a source of clients. Students work with clients and solve a major problem their company is facing. The case analysis and the solution represent the final exam in the class. Numerous field cases have been developed, more than half of the businesses analyzed in the class are SBDC clients.

Developed new courses:

1. Business Idea Development
2. Entrepreneurship Clinic
3. Business Ethics.

Responsible with the development of the Center for Entrepreneurship and the Entrepreneurship Program on campus. The Center's vision is to be the leader in creating and

cultivating the regional entrepreneurial environment. Its mission is to be a premier regional resource center recognized for providing education, research, and value-added services fostering successful ventures. The Center was designed to build bridges between the School of Business and other university divisions: Computer Science, Pre-engineering, Sciences, Art, Education, Leadership Institute, etc.

Advisor of the Collegiate Entrepreneurship Organization Chapter and the E-FIG (Entrepreneurship Freshman Interest Group) since 2001.

1998-1999, Visiting Assistant Professor, Department of Management, **DePaul University**, Chicago, Illinois

Teaching Entrepreneurship Strategy and Operations Management. Relied heavily on field case studies and used the Small Business Institute as a source of clients for field case analysis. The students participated in teams to solve the client's problems.

1994-1995, Department of Marketing, **Washington State University**, Pullman, Washington:

Teaching Instructor and Research Assistant, research and teaching International Business to graduate students while in the Ph.D program.

1991-1998, (*on leave December 1992-March 1995*), Department of Management, **University Politechnica Bucharest**, Romania,

Associate Professor: Teaching and Research Strategic Management, Marketing, Marketing-Management, Financial Management, Microeconomics, Electronic Commerce;

Developed a new course: **Electronic Commerce**, for the students of the Graduate School of The University Politechnica Bucharest.

Responsible for the Marketing component in the Canadian MBA program (the program is jointly coordinated by The University of Quebec and The Academy of Economic Studies in Bucharest). Teaching Marketing and Marketing-Management;

Member of the Senate of the School of Power Engineering, University Politechnica Bucharest.

Professor and Coordinator of the advanced degree training program in economic engineering at the University Politechnica Bucharest (in cooperation with **Technical University Darmstadt**). The training program is in German language targeting the German minority in Romania.

1980-1991, Department of Management, University Politechnica Bucharest:

Associate Professor, 1988-1991: Teaching and research (Operations Management, Marketing, Financial Management)

Assistant Professor, 1980-1988: Teaching and research (Optimization, Operations Research, Production Management and Project Management)

Strategic Management, Entrepreneurship, and Marketing, Training and Consulting:

1. **USAID Programs in Romania:** Developed program in entrepreneurship for dairy processors and trained **Land O' Lakes** consultants in Business and Marketing. Consulting entrepreneurs, start-ups, small and medium sized dairy processors in different
-

locations (1996-1998).

2. Developed training program in business (Intrapreneurship, Management, Accounting, Finance, and Marketing) for the Executives of RENEL (**the Romanian Power Authority**) (over 300 executives and managers): The program is called *The Professionalization of RENEL's Managers*.
3. Training program for **RENEL's** subsidiaries in marketing, strategy and change management; the program targets the management teams of the 40 distribution subsidiaries across the country.
4. **Eli Lilly**. Developed and conducted the marketing training program for Eli Lilly's staff in Romania. The program was directed to the product managers of Eli Lilly. Assistance to the design of the market strategy for the company in Romania was provided.
5. **Group for Business Engineering (USAID Program)**. Developed the training and assistance program for companies in their initial post-privatization stage in order to develop management skills and the new corporate culture. Main topics for training and counseling: Corporate Ventures, Financial Management, Growth Strategies, Marketing Management (1996-1997); The training took place in several locations in Romania and had a target audience of top management (CEO, CFO, Marketing Vice-president, and COO) of over 200 companies in different industries: food processing, hospitality, cable TV, and manufacturing industries such as textiles, fur, heavy industry, etc.
6. **Center for Business Excellence (CBE)**: entrepreneurship training, business plan development, marketing strategies and marketing plan development for companies in several cities in Romania (1995 and 1996). CBE has been established in 1992 through a program coordinated by University of Washington and Washington State University (USAID program)
7. **Cooperative Housing Foundation from Washington DC**, (USIAD funding project) in Timisoara, Romania. Developed curricula and carried out training in entrepreneurship: how to register a company and to develop a business plan; how to raise money to finance ones own business (July-August 1995);

Professional Experience:

Research Specialist, 1993-1994, **Small Business Development Center, Washington State University**, Pullman, Washington: marketing research and business development. Marketing research projects (including import-export studies) for over 200 businesses in the state of Washington. Development of business plans and marketing plans for small businesses.

Founder and CEO of **SSM, LLC**, a company registered in April 2002 in the state of Kansas. The company consists of a group of engineers and computer information experts that explore opportunities in the wireless industry.

Founder and President, **American General of Washington**, Pullman, Washington (1995-1999). The company is producing and selling, together with Solid State Laser Technologies LLC from Bucharest, laser equipment for medical treatment in Europe and Asia. A laser device is presently being tested for the American market. Responsible for the management of the Romanian company and the coordination of its marketing efforts.

Founder and Senior Partner, **FIN Associated Consultants**, Bucharest, Romania, (1994-1999), an entrepreneurial business development and investment company. *Clients included:* Avis, Hertz, McDonald's, Coopers & Lybrand, EBRD, Leo Burnett, Cooperative Housing Foundation.

Senior Adviser to the Chairman and CEO of **RENEL (the Romanian Power Authority)**, (1997-1998), in charge of restructuring the power authority into a corporation and the development of a free energy market system in Romania (using the UK and US models). Previously, consultant for RENEL 1985-1997: Projects on personnel administration and management and production management for power plants. Project Manager (1980-1992): Optimization of the management structure of the Romanian power system.

Created mutual funds and developed marketing plans (1996) with capital markets team for IRIAF S.A.: *Romanian Petroleum Mutual Fond, Mutual Credit -CAR, Reinvestment Fund.*

Extensive experience of the Romanian business environment and opportunities. Worked for **Land O'Lakes** and **VOCA/ACDI** (and the dairy and meat processors associations) with dairy and meat processors in different locations in Romania. Performed training and assistance for businesses in different industries (textiles, shoes, packaging, plastics, agribusiness, services such as auto-repair shops, etc.)

Member of the Board of Directors:

- **TBN International** (transportation and trucking company). Responsible for the market development and the diversification of the company. (1996-1998)
- **ARCTIC S.A.**, freezer and refrigerators company; **representing EBRD (European Bank for Reconstruction and Development)** on the Board.(1998-1999)

Design and implementation of the marketing plan for DAC AIR, a private fast growing regional airline, for the development of its domestic and regional markets;

Business Consultant (1991-1992) with the Small Business Center and later with the Center for Business Excellence, University Politehnica Bucharest.

Honors and Awards

- Beta-Gamma-Sigma National Scholastic Honorary in Business and Economics, American Assembly of Collegiate Schools of Business, USA, 1994.
- Diploma *In Appreciation of Outstanding Service*, University of Idaho, Moscow, Idaho, 1994.
- DAAD (Deutscher Akademischer Austauschdienst) Fellow - Grant awarded for 1991/1992.

Membership:

- Academy of Management
 - American Marketing Association
 - US Association for Small Business and Entrepreneurship
 - International Society for Marketing and Development
 - Marketing/Entrepreneurship Interface Group
-

- DAAD (Deutscher Akademischer Austauschdienst) Fellow (1991-1992)
- Romanian - American Society of Business Educators (1995-1999)
- Romanian Society for Management and Industrial Engineering (1990-1999)
- Romanian Society of Scientists (1991-1999)

Grants and training courses:

- **Beatrice Research Chair** 2002 – Washburn University.
- Major Research Grant - **Washburn University** 2001/2002.
- Experiential Classroom, **Miami University**, Oxford Ohio, 2001
- Banking Seminar for College Faculty, **Wisconsin University**, Madison, 2000.
- Internship: Development of Executives' Training Program, **University of Idaho**, June-August 1994.
- **PUEC (Public Utility Executives' Course)** graduate, **University of Idaho**, 1993.
- Grant for faculty development in Marketing, Technical University of Darmstadt, Germany, July-September 1991 and March-October 1992, **DAAD (Deutscher Akademischer Austauschdienst)**.
- Internship - Marketing, **Wella A.G.**, Darmstadt, Germany, August 1992.
- Internship - Finance and Accounting, **Karl Schenck A.G.**, Darmstadt, Germany, July 1992,
- Short Internship, **Adam Opel A.G. (GM)** Russelsheim, Germany, June 1992.
- Workshop Moderator, Project Management, **Herberts A.G.**, Wuppertal, Germany, April 1991.
- Entrepreneurship, **University of New Mexico**, Albuquerque, NM, May 1991 (Seminar and Workshop).

Grant writing experience:

I have applied and was awarded several grants:

Major Grant for Research Washburn University \$8,600 (2001)

Beatrice Research Chair \$12,400 (Summer 2002)

I authored several grant proposals:

Coleman Grant \$25,000 (2000) – seed money awarded in 2000 and 2001 for the start-up of the Center for Entrepreneurship at Washburn University

Washburn Endowment Grant \$150,000 (2000) – awarded in 2000 and 2001 for the start-up of the Center for Entrepreneurship and the Entrepreneurship Academic Program at Washburn University.

I co-authored several proposals for grants:

Rural Utility Services (US Department of Agriculture) Grant with KEPCO (Kansas Electric Power Coop) \$500,000 (2002-2003) – to develop a videoconferencing wireless system for the state of Kansas. The system will be used primarily for education purposes.

Technology for the Future Grant \$265,000 (2003) – to enable Washburn University to participate in the KEPCO wireless system and provide education statewide

USAID \$5,000,000 (2002) – I participated in a consortium that was headed by the University of Nebraska that developed a proposal for an USAID program for Romania (we lost the bid).

List of Publications (author or co-author)

A. Books and Manuals

1. Marketing, ICEMENERG Publishing, Bucharest, Romania, 1998.– *in Romanian*
2. Time, Irreversibility, and Conversion Cycles (Timp, Ireversibilitate si Cicluri de Conversie), Academy of Sciences Publishing House, Bucharest, 1993. - *in Romanian*
3. Management of Power Systems, UPB Publishing House, Bucharest, 1990. (co-author) - *in Romanian*
4. Organization and Management of Industrial Enterprises, UPB Publishing House, Bucharest, 1988. (co-author) - *in Romanian*

B. Publications (refereed papers)

1. Organizational Absorptive Capacity and Responsiveness: An Empirical Investigation on Growth-Oriented SMEs, Entrepreneurship Theory and Practice (forthcoming) 2003. (an earlier version got *the best empirical paper award* at the 2001 National USASBE Conference)
 2. Adaptability and Firm Performance: The Case of American and Romanian Companies, The Journal of East West Business, Volume 9, Number 1, forthcoming 2003.
 3. The Impact of Mobile Commerce on Small Business and Entrepreneurship, in the volume New Perspectives in Entrepreneurship, Routledge Publishing, 2003. (forthcoming)
 4. Understanding Adaptation in Small Firms: Links to Culture and Performance, Journal of Developmental Entrepreneurship, Vol. 4, No. 1, Spring/Summer 1999, 1-19.
 5. The Time Factor and Economic Modeling, in the volume Modelare si Simulare, editor Adrian Gheorghe, Romanian Academy of Science Press, Bucharest, 1992, 213-22.
 6. Cycle Optimization for a Boiling Water Reactor: Assimilation with an Irreversible Thermal Process (Optimizarea ciclului de conversie a energiei intr-o CNE echipata cu un reactor cu apa in fierbere; asimilarea cu un proces termic ireversibil), Buletinul Institutului Politehnic Bucuresti, Seria Energetica, IPB Press, Bucharest, 1992, 53-69 (*in Romanian*).
 7. Cybernetic System for Production Control (Sistem cibernetic de programare si urmarire a productiei), AMC, Vol. 32, 1991, 231-44. (*in Romanian*)
 8. The Minimum Uncompensated Action Principle and the Development of Conversion Systems (Principiul Actiunii Necompensate Minime si dezvoltarea viitoare a sistemelor de conversie a energiei), in the volume Ingineria Industriala, Prezent si Perspective, Romanian Academy of Science Press, Bucharest, 1990, 151-69 (*in Romanian*)
 9. Optimal Development Strategies for Nuclear Integrated Power Systems (Strategii optimele posibile de dezvoltare a unor variante de sistem energetic nuclear integrat), in the volume Cibernetica si Progresul Societatii, Romanian Academy of Science Press, 1988, 228-238 (*in Romanian*)
 10. Development Strategies for the Electric Motor Industry (Strategii de dezvoltare pentru industria motoarelor electrice), in the volume Cibernetica si Revolutia Tehnico-Stiintifica,
-

- editor Mihai Darganescu, Romanian Academy of Science Press, Bucharest, 1988, 139-46 (*in Romanian*).
11. PC & Fuzzy Dynamics-Aided Decisions: Case for Energy Sectoral Models, Foundations of Control Engineering, Vol. 12, Nr. 4, 1987, 153-66.
 12. A Marketing Management System Analysis for the Electrical Motor Industry Development, System Analysis Model Simulation, Vol. 4, Nr. 5, 1987, 453-60.
 13. On Dynamic Changes and Patterns in the Structure of a Higher Education Programme, Higher Education in Europe, Vol. 11, Nr. 4, 1986, 37-40.
 14. Technological Development Strategies. Models, programs and evaluations for energy independence in the volume Metode Matematice si Semiotice ale Dezvoltarii Sociale, editor Solomon Marcus, Romanian Academy of Science Press, Bucharest, 1986, 116-122 (*in Romanian*),
 15. K Voprosu o Dinamike Izmenenii I Modeliakh b Strukture Programm Bishei Shkoli (The Dynamics of Transformation in The Higher Education Structure), Bishee Obrazovanie b Evrope, Tom XI, 1986, 40-48 (*in Russian*)
 16. Multiattribute Decision Making for the Implementation of Computers in Energy Systems, Energetica, Vol. 33, Nr. 11, 1985, 481-97.
 17. Fuzzy Models for Energy Demand Management, Cybernetics and System. An International Journal, 1985, Nr. 16, 181-95.
 18. Safety Evaluation for Process Computer, AMSE Review, Vol. 2, Nr. 4, 1985, 1-16.
 19. Cybernetics of Power Systems, in the volume Cibernetica Aplicata, editor Mihai Draganescu, Romanian Academy of Science Press, Bucharest, 1985, 201-16 (*in Romanian*).
 20. A System Analysis of Technological Changes in the Romanian High Voltage Power Network, Energy, Pergamon Press, Vol. 9, Nr. 4, 1984, 341-349.
 21. A Bicriteria Approach to Cycle Conversion Optimization, Energetica, Vol. 31, Nr. 1, 1983, 25-29.
 22. Bicriteria Optimization of Power Conversion Cycles, Energetica, Vol. 31, nr. 2, 1983, 30-38 (*in Romanian*).
 23. Optimization Criteria for Energy Savings in Conversion Cycles (Criterii pentru optimizarea economiei de energie in procesele de conversie ciclica), Energetica, Vol. 30, nr. 6, 1982, 252-6 (*in Romanian*)
 24. Energy Management Planning Tools for the Transition towards a Medium Developed Economy, in Cybernetics and System Research, editor R. Trappl, North Holland Comp., 1982, 689-93.
 25. Possible Development Strategies of Nuclear Power Integrated Systems, Foundations of Control Engineering, Vol. 5, Nr. 4, 1980, 199-209.
 26. On Nuclear-Integrated Power Systems (Consideratii asupra unui sistem energetic nuclear integrat), AMC, Vol. 22, Nr. 4, 1980, 309-17.
 27. Optimal Development of a Total Electric System Integrated with a Nuclear Power System, Foundation of Control Engineering, Vol. 4, Nr. 4, 1979, p.189-212.
 28. Optimization of Energy-Environment Systems (Optimizarea unor sisteme energetico-ecologice), Studii si Cercetari de Fizica, Vol. 28, Nr. 8, 1976, 755-761 (*in Romanian*).
-

29. On an Ecoenergetic System, Bulletin of the Institute for Atomic Physics, Bucharest, 1976, (Report RT-8-1976)

B. Refereed Proceedings and Conference Presentations

1. Absorptive Capacity and Organizational Responsiveness: The Case of Small and Medium-sized Enterprises, Proceedings of the 2002 Annual Meeting of the Decision Science Institute, San Diego, Nov. 23-26, 2002 (electronic proceedings – full paper).
 2. Modeling SME Performance: An Analysis of Industry Structure, SMEs' Strategy, and Organizational Structure, the 2000 Babson-Kauffman Entrepreneurship Research Conference, Boston, MA, June 8-10, 2000 (abstract).
 3. The Impact of organizational Culture on SME Information Processing, Proceedings of the National USASBE 2000 Conference, San Antonio, TX, 17-20 February, 2000, 212-217.(full paper)
 4. Pace Of Industry Change And Its Impact On The Marketing Efforts Of Entrepreneurial Firms, Proceedings of the Marketing and Entrepreneurship Interface Conference, Chicago, IL, August 4-6, 2000
 5. Small Business Adaptability: Its Components and their Relationship with Performance, The 13th Annual National Conference of the United States Association for Small Business and Entrepreneurship, San Diego, CA, January 14-17, 1999
 6. The Electric Power Retail Company: its Functions, Structure and Strategy in a Competitive Environment, Proceedings of the National Energy Conference 1998, editors I. Nicolau and M. Mathie, World Energy Council, Neptun, June 14-18, 1998, 84-90.
 7. Electronic Commerce – Trends and Applicability in the Romanian Market, Proceedings of the First International Symposium on Concurrent Enterprising ESoCE1998, editor I. Dumitrache, Sinaia, June 4-6, 1998, 45-52.
 8. Environmental Changes and Strategic Adaptability: The Case of US and Romanian Companies, Proceedings of the Sixth International Conference on Marketing and Development, editors D.N., Lascu, I Catoiu, N. Dholakia, and S Grossbart, Black Sea Univ., Mangalia, Romania, July 1-4, 1997.
 9. Selling Electric Power: Functions and Structure of Power Utilities in an Competitive Environment, Management, Restructuring, Development Conference, Bucharest, November 24-25, 1997
 10. Testing the Link Between Adaptability and Performance, Poster Session of the Fifth International Conference on Marketing and Development, editors K. Basu, A. Joy, and Z. Hangsheng, Treeprint Concordia Printing Services, Banff, Alberta, Canada, September, 1996, 323-29.
 11. Are There Any Real Markets? (paper and presentation) East Bloc Update '93 Conference, Portland State University, Portland, Oregon, March 22-23, 1993.
 12. Impacts of the Economic Reform on the Industrial Management Education in Romania, Proceedings of the International Engineering Education Conference, Krakow, Poland, 1991.
 13. Penetration and Substitution in Energy Systems; A Case Study for Greece, Proceedings of the 2nd International Conference on Electrical Drivers, ICED, Brasov, 1988, 281-284.
 14. PC & Fuzzy Dynamic-Aided Decision. A Case for Energy Sectoral Models, Proceedings of
-

- AMSE Conference, Ispra, Italy, 1986, 101-7.
15. (Optimization Method of Power Cycles: Analogy with an Irreversible Thermal Process) Metoda de optimizare a ciclurilor de conversie intr-o CNE: asimilarea cu un proces termic ireversibil, Volumul Conferinta de Energetica Vol. 4, 116-122.
 16. Computer Aided Safety Design of Process Computers in Chemical Engineering, Proceedings of the International Conference on Engineering Design, Hamburg, 1985, vol. 2, 793-801.
 17. Decision Making Aided Energy Cycle Conversion Systems Design, Proceedings of the International Conference on Engineering Design, Copenhagen, 1983, 395-400.
 18. Long-Term Energy Forecast and Associated R&D Strategies, in the volume Conferinta Nationala de Energetica, IPB Press, Bucharest, 1983, 84-90.
 19. Optimization Method for Conversion Cycles in Nuclear Power Plants: Assimilation with an Irreversible Thermal Process, Conferinta Nationala de Energetica, IPB Press, Bucharest, 1983, 73-79.
 20. Organizational Issues in Power Systems: Inputs from Catastrophy Theory, Sesiunea Stiintifica ICEMENERG, ICEMENERG Press, Bucharest, 1980.
 21. Optimal Development Strategies for a Whole Energy System based on Hydrogen, Proceedings of the 2nd World Hydrogen Energy Conference, Pergamon Press, Oxford, 1978, Vol. 4, 2163-2178.
 22. Mathematical Game Model Applied to the Long-Term Decision Making for Power Systems (Model de joc matematic cu aplicatie la decizia de lunga durata in energetica), in the volume Al VI-lea Simpozion de Organizare a Productiei, Timisoara, 1977, 95-103 *in Romanian*).

Work in Progress

1. Organizational Culture and Patterns Of Information Processing: The Case of Small and Medium-sized Enterprises, Journal of Developmental Entrepreneurship, (revised and resubmitted for publication) 2003.
2. A model of Small Business New Technology Adoption: The Case of Mobile Commerce, ASBE National Conference, Houston, TX, March 3-5, 2003 (reviewed and accepted in the proceedings and one of the four papers competing for best paper award).
3. Environmental Turbulence and Scanning Behavior: The Moderating Effects of Organizational Maturity (submitted and now under revision - to be resent to the Journal of Small Business Strategy)
4. Small Business Struggle in a Transitional Economy: Does Organizational Culture Matter? (to be submitted to the Journal of International Business Studies)

I am active in the following research projects:

Adoption of high technology by businesses (especially Start-ups). I have been granted a Beatrice Research Chair to study high-tech adoption for small and medium sized businesses. The project has a temporary name: Entrepreneurial Homework. Several variables have been identified. Co-authored a model that can analyze the way start-ups prioritize the launching activities (based on best practices in innovation and product adoption). Several hypotheses have been formulated. A questionnaire is under construction. Hopefully, the questionnaire will be

administrated in the Spring of 2003. Data will be analyzed later in 2003.

Youth Entrepreneurship. I am studying entrepreneurship inclination in young high school graduates. A questionnaire was developed and was administrated to a sample of students at Washburn University (115 students) and University of Wisconsin (129 students).

Mobile commerce impact. Under a Major Grant (awarded in 2001) co-authored a model that will help understand mobile technology adoption by small and medium-sized businesses (see paper above). Developed a questionnaire in 2001 that was administered in 2002 to the members of the Kansas Chamber of Commerce (see questionnaire and the cover letter in the appendix under ASBE tag- after the paper *A model for Small Business New Technology Adoption: The Case of Mobile Commerce*. The data is analyzed and results will be presented at a conference (which was not yet selected) later in 2003.

Exploring the Use of Pictures in a Direct-Response Print Ad for a Caribbean Resort.

This paper reports the findings of an exploration of the relative effectiveness of different types of pictorials employed in a direct response print ad. Specifically, the study explores the relative effectiveness of a photograph with more artistic renderings of a scene. The scant amount of empirical work in this area indicates that visual art can stimulate imagery responses in viewers. However, the literature contains no studies comparing photographic and art images in an advertising context. In this study the photograph was relatively more effective than were the artistic renditions in generating imagery and other cognitive and affective responses of interest to advertisers. The ad is for a fictional island resort in the French West Indies.

The questionnaire was administrated to a sample of students at Washburn University (115 students) and University of Wisconsin (129 students).

The paper will be submitted to a marketing conference in 2003.
