

PETER J. BREWS, PhD

I: PROFESSIONAL EMPLOYMENT

January 2014 – present: Dean, Darla Moore School of Business (DMSB) at the University of South Carolina in Columbia, SC (UofSC).

Leadership of UofSC's premier college/academic brand, serving 5,300 undergraduate and 750 graduate students with 175 faculty and 105 staff with an annual budget exceeding \$110M. Over my tenure the undergraduate program has been transformed, every master's program reviewed and the #1 ranked International MBA restructured, and faculty and staff increased to match demand. Further, Executive Education is again contributing after years of losses, all while research investment increased notably as stellar research outputs from a world class faculty are maintained. Student soft skills enhancement, experiential learning expansion, and student services improvement have also been invested in, and to increase internships/job opportunities and engage the school's 50,000 alumni more deeply, career management staff doubled and alumni engagement staff expanded, though over Financial Years (FY) 2014-19 operating costs declined 14% and due to budget-neutral adjustment staff costs grew marginally while numbers increased 25%. Further, using the full-cost budget model introduced at UofSC DMSB's direct (controllable) costs dropped from 62.5% to 57.6% of revenues from FY 2017-19, increasing the school's surplus after full cost allocation by almost 2% over the three-year period. Other steps taken include the creation of 5 academic centers and 2 endowed chairs, installation of an Associate Dean of Diversity and Inclusion and a Dean's Diversity and Inclusion Student Council, and introduction of a mostly privately funded Rising Scholars Program that offers professional and academic support to ensure the success of underrepresented/first-generation undergraduates. Lastly, a mid-2018 Strategy Retreat refined DMSB strategy and developed new statements of DMSB core values (*Excellence, Integrity, Teamwork and Resilience*) and purpose (*Changing lives through education*).

Data and analytical proficiency are now table stakes for most high-value jobs in business and elsewhere, and DMSB appears to be the first U.S.-based business school requiring every undergraduate leave data proficient, analytically capable, functionally grounded and equipped with the soft and professional skills needed for high-value 21st-century work. Though acquiring data and analytical proficiency is a choice for graduate students (and one most make), for undergraduates it is required. At DMSB, students learn to disrupt through data!

Key outcomes/accomplishments

Research: With 5 of 7 departments in the top 25 worldwide for research productivity, DMSB hosts UofSC's most cited scholar with 4 others in the top 30. To maintain this stellar research and retain top scholars in a competitive market discretionary research investment grew 41% from FY 2014-19, with summer support alone increasing by 59% while the faculty receiving support only grew by 19%. Average summer support for DMSB's top researchers grew from \$25,353 to \$34,504 per capita, a 36% increase.

Student engagement: Following introduction of a Fall 2016 admissions cap average freshman SATs increased from 1216 in Fall 2015 to 1298 by Fall 2019, and student engagement improved substantially. For example, in Academic Year (AY) 2015-16 fewer than 100 students were referred to the UofSC Student Success Center, where free tutoring, study skill and supplemental instruction are offered. After the 4-yr. program introduction 4,167 referrals were made, reaching 4,606 in AY 2017-18 and declining to 3,087 in AY 2018-19. Further, 7 students selected the Business Analytics Concentration in Spring 2017, 167 in Spring 2018, and 329 in Spring 2019. Over 510 are enrolled for Spring 2020. Better employment outcomes than the record setting May 2019 (see below) are likely when the first 4-yr. cohort graduates May 2020. Improvement in the 4-yr. graduation rate and declines in 5 and 6-yr. graduations are expected to follow in 2021-22.

Career management: In AY 2014-15 85 companies offered internships/jobs in DMSB Fall/Spring Expositions, attended by 1,590 students. With career management staff doubled from 8 to 16 by AY 2018-19 154 companies (81% increase) and 2,481 students (56% increase) participated in the two school Expos, representing close to half the undergraduate student body. As a result, placement statistics have improved substantially.

Placement: In 2014 undergraduate placement 90 days after graduation was 62% and the average salary of those reporting was \$47,920. By 2018 these were 67% and \$56,100, and in May 2019 reached 84% and \$57,837, both the highest in DMSB history. The undergraduate graduating class was also the largest in school history. As impressively, after restructuring the FT MBA program in early 2017 average FT MBA placement rose from 71% in 2018 to 84% this year, and with 95% of FT MBAs completing Business Analytics Certificates, average MBA salaries increased from \$82,692 in 2018 to \$95,398. Placement/salaries for other graduate programs include Masters in Human Resources (100% and \$81,783), and Masters in Accounting (96% and \$54,785).

Diversity & Inclusion: DMSB has 11 gifts with expendable allocated to underrepresented students, 8 with \$979,500 in investment created since 2015. In AY 2019-20 128 students from underrepresented populations (African American, American Indian, and Hispanic) and first-generation students received 174 scholarships/fellowships totaling \$395,000. Last year 120 students received 128 scholarships/fellowships totaling \$339,000.

Fundraising & impact: Over my tenure over \$33M in new gifts and \$100M in maturing gifts have been added to DMSB funds, and the DMSB Endowment now stands at \$159M. Further, DMSB donors gave \$87M to UofSC's first \$1BN campaign, which closed in 2015. This year, \$2.1M was awarded to over 750 students in fellowships/scholarships; next year, \$2.3M will be awarded.

Alumni engagement: Alumni events and attendance have increased significantly, along with alumni engagement. For example, 175 registered for the 2015 Charlotte event and by 2019 registrations were 493 (an 181% increase), and comprised the largest non-athletic UofSC event held outside of Columbia in history. Similar growth has been noted in Atlanta, Charleston, New York, and Greenville. Further, in AY 2018-19 events were held in 12 cities (up from 6), primarily to form alumni hubs connecting students/graduates with internships/jobs in cities across the U.S. In AY 2019-20 15 cities will be visited, 13 where students indicate they wish to work and an alumni base exists. DMSB's 50,000 alumni are being mobilized.

Undergraduate program transformation

The undergraduate program transformation began with a move from a 2-yr. (Junior/Senior) to a 4-yr. program and the lifting of sophomore progression from 2.8 to a 3.0 GPA as rigor increased. With a quantitative course added to the business core, faculty were also asked to expect more from students. From Fall 2016 freshmen completed courses in Accounting, Economics and Statistics, with the earlier start allowing completion of more major courses before key internships between Junior and Senior year. With a required course and three electives that focus on analytics in majors, a Business Analytics Concentration was introduced in Spring 2017, providing further opportunity to build data analytic capabilities while deepening functional knowledge. The final step was establishment of a DMSB Data Lab in Spring 2019. As part of the final core quantitative course, sophomores now master the basics of coding in R and have the opportunity to use SQL and Power BI for data management and visualization in completing demanding capstone projects supervised by the lab, all to prepare for the analytics they encounter across their majors.

Board membership

Member: South Carolina Floodwater Commission, appointed by Governor McMaster.

Co-chair: South Carolina Floodwater Commission Economic Development Task Force.

Member: UofSC's Business Partnership Foundation Board, formed in 1969 primarily to make DMSB among the best business schools in the world, and to solicit contributions that enhance DMSB and administer the school's \$159M endowment and private gifts.

Member: Midlands Business Leadership Group (MBLG), comprising 57 top business executives representing leading business organizations/associations in the SC Midlands, including BB&T, Wells Fargo, TD Bank, South State Bank, Colonial Life, Aflac, Blue Cross Blue Shield of SC, Providence Health, Prisma Health, Lexington Medical Center, Dominion Energy, formerly SCANA, Nexsen Pruet, Nelson Mullins, McNair Law Firm, Elliot Davis, United Way of the Midlands, Midlands Technical College and the Greater Columbia and Lexington Chambers.

Member: MBLG Industry Cluster Working Group, MBLG Regional Competitiveness Initiative.

Member: United Way Revenue Committee, tasked to find new revenue opportunities for United Way of the Midlands.

Conclusion

DMSB is far better positioned in 2019 than it was in 2014, producing second century graduates (2019 is the school's centennial) for its second century world. The changes implemented are driven by the fact that in the mostly privatized U.S. higher education context where savings and debt (and not public funds) cover more and more university operating costs, educations that provide the means to amortize debt must be offered. With debt taken on, universities cannot be finishing schools for disengaged, underprepared or underperforming students. At DMSB, while continuing to serve top students with excellence the needle has been substantially moved for average students, and as a result of its scale, academic depth and diversity, rigor, and expectation of excellence from all, the school offers choices few match. Adding an overall general excellence felt by all to existing niche excellence in areas such as International Business, Human Resources Management, Risk and Uncertainty Management, Supply Chain and Operations Management and many research areas, and with its undergraduate placement/salaries close to or at Top 25 program levels, the school is on its way to matching top business schools in our country. This was not the case 6 years ago.

July 2000 – December 2013: Professor of Strategy and Entrepreneurship and OneMBA® Program Associate Dean (July 2006 – July 2013) at Kenan-Flagler Business School (KFBS), the University of North Carolina at Chapel Hill (UNC).

Overall duties and research record: Duties included teaching Global Context to FT and Executive MBAs and Global Strategy to OneMBA® students and participation on open enrolment and custom KFBS executive education programs. Research centered on how strategic planning contributes to firm performance and is moderated by environmental volatility; how the Internet-enabling of business operations affects firm strategy, structure, and performance; and on sustaining global competitiveness in the Post-Industrial world. I was the first researcher in the world to show as business operations are Internet-enabled firms become more focused, external partnering increases, hierarchy flattens and headcount reduces, but that while operational performance improves competitive performance does not. Nobel

Laureate Oliver E. Williamson's Transaction Cost Economics explains why firms form as they do, and by reducing transaction costs Internet-enabling allows firms to operate more in the open market and less in vertically integrated hierarchies, changing organizational form, structure and performance as Williamson predicted. As all firms were Internet-enabling operations at about the same rate, I was the first to confirm the Internet-enabling of business operations were table stakes for being in business and not investments that produced competitive advantage.

My strategic planning research showed both long term and incremental short term strategic planning associates with high firm performance in unstable environments, resolving a decades-long controversy between the 'Planning School' (who supported formal strategic planning) and the 'Learning School' (who rejected formal long term planning as an advisable practice especially in volatile environments). Further, my findings showed in unstable environments high performing firms do long term formal strategic planning but change plans iteratively when needed. Most surprisingly, my research identified that in stable environments little planning is done, and in addition, for firms emerging from stable/regulated environments (such as banks/utilities in the 1970s/80s, or higher education today), it took a decade to see positive correlations between newly developed planning capabilities and competitive performance. As firms move from stable to demanding environments it takes time to learn to plan. These findings are relevant to universities who until recently operated in more stable environments, with little need for planning or much allocative efficiency.

OneMBA® Program originator & Associate Dean: Months after joining KFBS in July 2000 I proposed the idea of a consortium operating as equal partners offering a global Executive MBA. This structure emerged from my experience with Duke's Global Executive and Global Executive MBA Programs, where rather than being a partnership of schools the Fuqua School recruited students and organized the program and international residencies with partners, always maintaining final control. Pioneering another program soon after joining KFBS would have made a tenure track appointment infeasible, and I declined to become the OneMBA® internal champion. I was, regardless, closely involved in the program's establishment, meeting with Deans and leaders from Monterrey Tech-EGADE (Mexico) and Fundação Getulio Vargas (Brazil) to invite them to join the consortium. I also helped raise start-up funds and taught on every Opening Week in Washington DC from 2002-2013. An unexpected illness of then Associate Dean and following urgent KFBS requests I became OneMBA® Associate Dean in 2006. Responsibilities included managing the KFBS cohort and working with partner schools in the program's delivery. Priced at over \$120,000 for KFBS students when last offered by KFBS in 2018, the program generated many US\$MM for KFBS and remains the only 5-school equal partnership offering an executive MBA with residencies in North America, Latin/South America, Europe, and Asia.

Member of Chancellor Emeritus Moeser's Faculty Learning Community on Strategy and Leadership team (the FLC team) – Early 2010 – December 2013: The FLC team, convened by former UNC Chancellor James Moeser, worked annually with a select group of UNC Deans and other senior leaders managing prominent initiatives/projects/units with widespread impact across UNC. I was invited to join the team owing to my academic background in strategic management/strategic planning, my work in strategic planning consulting and executive education on strategy formation/implementation, and my educational entrepreneurship and academic leadership at UNC and at Duke.

KFBS representative on the UNC International Affairs Advisory Council (IAAC) - October 2009 – December 2013: The IAAC met under UNC's Executive Associate Provost and Chief International Officer, to 'plan and monitor' UNC's pan-university global endeavors.' IAAC membership provided many opportunities for university-wide service.

September 1994 to June 2000: Assistant Professor at the Fuqua School of Business, Duke University. Duties included teaching Strategic Management and International Business/Global Strategy on the full-time and Executive MBA programs (GEMBA™ and WEMBA). Delivered over 160 days of executive education in open enrollment and custom executive education programs in the United States and 11 foreign countries. Academic program director of open enrolment and custom executive programs, including the Global Executive Program.™

September 1993 - August 1994: Assistant Professor at Babson College.

Appointment included teaching Strategic Management and International Business on Graduate and Undergraduate academic programs, and participation on executive education programs offered by the School.

August 1989 - August 1993: International Management Consultant and Visiting Professor.

Immigrated to America as Management Consultant and Visiting Professor for client firms and universities in the United States and elsewhere while completing a PhD at the Katz Graduate School of Business (KGSB), University of Pittsburgh. Taught Strategic Planning and Control and Introduction to International Business to FT and Executive MBA students at KGSB. Also taught Developments in Global Capital Markets and Advanced Corporate Finance at Barclays de Zoete Wedd, the New York-based investment banking arm of Barclays Bank PLC. This 4-yr. executive education contract financed my U.S. immigration and my University of Pittsburgh PhD as a full fee-paying student.

June 1983 - August 1989: Senior Lecturer, Graduate School of Business, University of the Witwatersrand, Johannesburg.

Appointment included teaching Strategic Management, Financial Management, Business Law, and an elective on Mergers and Acquisitions to MBA students, and Economics to other graduate students. Extensive participation in

executive education in the areas of finance, strategic management, economics, and business law. Research centered on corporate growth through merger or acquisition, and on takeover regulation in South Africa.

January - March 1984: Finance Director/CFO, Servix (SA)(Pty) Ltd.

Duties involved overall direction of the company's financial function; resigned for reasons unrelated to my ability to fill the position or do the job.

April 1980 - December 1983: Manager, Corporate Finance, Barclays National Merchant Bank Ltd.

Provided investment banking, merger/acquisition and corporate finance advice to clients, as well as performing loan underwriting for borrowers seeking finance. As part of U.K. based Barclays Bank PLC, Barclays National Merchant Bank Ltd. was a leading South African investment bank.

II: HIGHER EDUCATION

Doctor of Philosophy in Business Administration (PhD)	Katz Graduate School of Business, University of Pittsburgh, United States of America
Doctor of Philosophy in Business Administration (PhD)	Graduate School of Business, University of Witwatersrand, Johannesburg, South Africa
Master of Science in Industrial Administration (MSIA)	Krannert Graduate School of Management, Purdue University, United States of America
Higher Diploma in Company Law (H Dip. Company Law)	School of Law, University of Witwatersrand, Johannesburg, South Africa
Bachelor of Laws (LL. B)	School of Law, University of Witwatersrand, Johannesburg, South Africa
Bachelor of Commerce (B. Comm)	Faculty of Commerce, University of Witwatersrand, Johannesburg, South Africa
Majors: Economics and Law; minor: Accounting	

FINANCIAL/BANKING DIPLOMAS AND COURSES COMPLETED

Foreign Exchange II	Barclays National Bank Limited
Diploma in Advanced Financial Management	South African Chartered Institute of Secretaries
Diploma in Banking (Part I)	South African Institute of Bankers

III: PUBLICATIONS, CONFERENCE PRESENTATIONS AND RESEARCH THESES SUPERVISED

In Refereed Journals

1. "The Structural and Performance Effects of Internetworking," with C. Tucci, Long Range Planning, 40(2), 2007, 223-243.
2. "Strategic Planning in Unstable Environments," with D. Purohit, Long Range Planning, 40(1), 2007, 64-83.
3. "Great Expectations: Strategy as Creative Fiction," Business Strategy Review, 16, (3), Autumn 2005, 4-10.¹
4. "Exploring the Structural Effects of Internetworking," with C. Tucci, Strategic Management Journal, 25(5), 2004, 429-446.
5. "Internetworking: Building Internet Generation Companies," with C. Tucci, Academy of Management Executive, Special Issue: Building Effective Networks, 17 (4), 2003, 8-22.
6. "Star Trek Strategy," Business Strategy Review, Autumn 2003, 14 (3), 34-43.
7. "Becoming an Internet Generation Company," (with C. Tucci), Sloan Management Review, Intelligence Section, Spring 2002, 12-14.
8. "Learning to Plan and Planning to Learn: Resolving the Planning School/Learning School Debate," (with M. A. Hunt), Strategic Management Journal, 20, 889-913, 1999.
9. "Screening and Evaluating Potential Merger or Acquisition Candidates: Some Suggestions for a Critical Process," The South African Journal of Business Management, 24(1), 1-10, 1993.²

¹ Business Strategy Review, now London Business School Review, is similar to leading U.S. practitioner journals such as Harvard Business Review or Sloan Management Review. Edited by London Business School, leading business thinkers from around the world, academic and managerial, debate current issues and present cutting-edge research and ideas in the journal.

² The South African Journal of Business Management was at the time the top South African business journal; entry was competitive.

10. "South Africa, Hi-Technology and the Future: Affordable Imperative or Fantastic Folly?," The Investment Analysts Journal, 31(3), 1988.
11. "Corporate Growth through Mergers and Acquisitions: Viable Strategy or Road to Ruin?," The South African Journal of Business Management, 18(1), 10-21, 1987.
12. "Defining Corporate Opportunity: In Search of an Acceptable Approach," The South African Company Law Journal³, Vol. 10(1), 4-10, 1986.

In Professional Journals/Book Chapters

1. "Working at the Creative Core: Tomorrow's workers will need to drive innovation at rates faster than others can replicate, they must become members of the Creative Core," BizEd, AACSB International, Vol. XV, Issue 1, January/February 2016, 36-41.
2. "Although daunting, multi-school partnerships are the way ahead," Financial Times, Monday 26 November, 2012.
3. "Strategy and Strategic Management in Africa," in *Doing Business in Africa*, Oxford University Press, Fall 2006.
4. "Star Trek Strategy," Financial Times, Handbook of Management, 3rd Edition, Fall 2004.
5. "The challenge of the web-enabled business," Financial Times, Management Insights, 12, 24 November 2000, 3-4.
6. "Future Socio-Political Scenarios for South Africa and their Implications for the Economy and Business," Embark, Graduate School of Business, University of the Witwatersrand, Johannesburg, 1988.
7. "Managers and the Law," Embark, Graduate School of Business, University of the Witwatersrand, Johannesburg, 1988.
8. "The Keys to Survival," Of Interest, Nedfin Bank Summer 1985.

Case Studies Published

1. Eastman Chemical Company: Update from 2006/7, 2011, updating the 2006 cases on the company, all used in custom executive development and education at Eastman Chemical Company from 2006 - 2013.
2. TNT: Sustainable Enterprise for the 21st Century, 2009, written under supervision by Professor Carol Seagle, detailing CEO Pieter Bakker's and TNT's approach to dealing with Global Warming/Climate Change, and TNT's steps to eliminate hunger in developing economies.
3. Dan River, Inc.: Re-organizing for the 21st Century, 2008, co-written with Alex Gray, describing the restructuring of the third largest U.S. based textile company in the face of global competition.
4. Cemex: High Tech Cement, 2008, co-written with Elena Miller, updating the Cemex case written in 1998.
5. Eastman Chemical Company: Background for Case Studies, 2006, co-written with Jordan Guinn, providing a history of Eastman Chemical Company and an overview of the chemicals industry in which it operates.
6. Eastman Chemical Company: Doing Business in Europe, 2006, co-written with Loren Berlin, describing the strategy of the company in entering and doing business across the European Union.
7. Eastman Chemical Company: Doing Business in China, 2006, co-written with Jordan Guinn, describing the strategy of the company in entering and doing business in the Asia Pacific Region, and especially China.
8. Turnaround at Siemens Building Technologies, 2005, co-written with Allison Phillips, describing the challenges faced by Dr. Heinrich Hiesinger, CEO of Siemens Building Technology (then becoming CEO of Germany's ThyssenKrupp) as he managed the turnaround of Siemens Building Technologies.
9. SAS Institute, Inc: The Power to Know, 2005, co-written with Priya Dalal describing the growth and strategic successes and challenges facing the world's largest private software company.
10. The Political Economy of Industrialization, 2004, describing the challenges and trade-offs faced when nations industrialize and diversify economically. How regime type influences early industrialization is also covered.
11. Network Centric Operations @ Boeing, 2004, co-written with Tomas Kindem describing how the Boeing Company used network-centric operations and ideas to transform its military and civilian aircraft businesses.
12. PPD: Managing change in the CRO business, 2004, co-written with Ted Hofmann describing the strategic challenges facing PPD and the CRO industry.
13. Turnaround @ Siemens Medical Systems, 2003, co-written with Brad Spickman, describing the turnaround of Siemens Medical Systems under CEO Dr. Erich Reinhardt.
14. Internetworking @ Cisco.com, 2002, co-written with Elise Carner, describing the updates and improvements in Cisco's internet-based organizational model since the first Cisco case written in 1999.
15. ehr @ Siemens, 2001, co-written with Valerie Cook, describing the internet-enabling of the human resources function in Siemens Corporation of North America.

³ The South African Company Law Journal was at the time a top South African law journal; entry was competitive.

16. Cisco Systems: Empowering the Internet Generation, 1999, co-written with Dr. Glenn A. Bugos, describing Cisco Systems' strategy to become the worldwide leader in networking for the Internet, while also emerging as the firm with the most Internet-enabled business operations globally.
17. Cemex: High Tech Cement, 1999, co-written with Dr. Glenn A. Bugos, describing Cemex's globalization and transition from an Industrial to Post Industrial Competitor in the worldwide cement industry.
18. Citibank Global Consumer Banking, 1997, co-written with Dr. Glenn A. Bugos, describing Citibank's strategy to globalize consumer banking.
19. Imperial Industries, Incorporated, 1992, dealing with the financial evaluation and management buyout of a US based electrical appliance manufacturer, spun-off in the restructuring of a US conglomerate.
20. Quaker Oats/Stokely van Kamp Acquisition, 1991, co-written with research associate Dr. Peter Crosbie, dealing with acquisition strategy formation, and the financial evaluation of a potential acquisition candidate.
21. The Southern Life/Anglo American Life Merger (Part A), © Wits Business School, 1991. Prepared by case writer Jacqui Myburgh, under direction, dealing with the post-merger integration of two South African Life Assurers.
22. Bits and Pieces, Incorporated, © Barclays Bank PLC, 1990, dealing with the financial evaluation and leveraged buyout of a U.S. based food processor and manufacturer.
23. Form-Scaff Industries (Part A), © Wits Business School, 1989. Prepared by case writer Joel B. Barolsky, under direction, dealing with the formation and implementation of acquisition strategy at the firm level.

Teaching Notes Published

1. The Political Economy of Nation Building, July 2008, 22 pages.
2. Star Trek Strategy: Real Strategy at Work, January 2000, 20 pages.
3. Recent Developments in International Capital Markets: March 1988, 13 pages.
4. The Economic Environment of Business: June 1985, 57 pages (updated January 1996).
5. The Legal Environment of Business: July 1985, 44 pages.

Conference Presentations

1. "Exploring the impact of information technology on firm performance: IT and organizational alignment," with C. Tucci and A. Afuah, at the 66th Annual Meeting of the Academy of Management, in Atlanta, GA, August 2006.
2. "Building Internet Generation Companies: Dispatch from the Front Lines of the Old Economy," with C. Tucci, at the 22nd Annual Strategic Management Conference, October 2002.
3. "Benign Environments and Bad Planners, Malignant Environments and Magnificent Planners: Re-conceptualizing the Environment/Planning Relationship," at the 60th Annual Meeting of the Academy of Management, in Toronto, Canada, August 2000.
4. "Learning to Plan and Planning to Learn: Resolving the Planning School/Learning School Debate," at the 57th Annual Meeting of the Academy of Management, in Boston, Massachusetts, August, 1997.
5. "The Planning Specificity/Firm Performance Relationship: Does Environmental Stability Matter, and If So, How?," at the 15th Annual Strategic Management Society Conference, in Mexico City, Mexico, October 1995.
6. "Regime Type, Regime Industrialization Strategy, and Industrialization Success," at the International Business Doctoral Consortium, 52nd Annual Meeting of the Academy of Management, Las Vegas, NE, August 1992.
7. "Measuring Corporate Culture: A Proposed Methodology," at the 8th Annual Strategic Management Society Conference, October 1988.

Master's Theses Supervised at the Graduate School of Business, University of the Witwatersrand, Johannesburg

Research Thesis Title	Student
In the Area of Law/Corporate Governance	
An Evaluation of the Capital Maintenance Rule with respect to Section 38 of the Companies Act	H.S. Eiser
The Selection and Function of Non-executive Directors	D.R. Miller
Problems and Abuses with Respect to Takeovers	Z. Katzen
The Functioning and Effectiveness of Boards of Directors of Selected Quoted Companies	A.G. Schmidt
Disclosure in Takeovers	C. Dornick
In the Area of Finance	
Growth, Capital Structure and Systematic Risk	V.C. Patel
Business Failure in the Venture Capital Market	S.L. Braver
The Creation and Management of a Venture Capital Fund	H. Kagan

The Informal Venture Capital Market	M. Morfett
Risk Assessment in Venture Capital	S. Pienaar
Lending Practices of Commercial Bankers	B. Botma
Real Estate Disclosure by Industrial Holding Companies	G.R. Edmonds
Funding Strategy, Company Size and Asset Structure	G. Nolan
The Assessment of Management Buyouts	M. Jeena
The Developing Interest Rate Swaps Market	T. Sprinz
Towards the Deregulation of Capital Markets in South Africa	J. Clark
An Analysis of Management Buyouts between 1985-1987	V. Gollan
In the Area of Corporate Strategy	
The Integration of Management of Acquired Companies	D.C. Hensman
The Reasons for Mergers and Acquisitions	A. Oberholzer
The Implementation of Mergers and Acquisitions	D.J. Cooke
Corporate Acquisitions and the Integration of Control Systems	D. Scott
Towards Measuring Corporate Culture	N.E. Blom
General	
Manufactured Housing in South Africa	J. Murray
The Effect of Trade Sanctions on SA Exports	E. Sawady
Management Attitudes Towards the JSE	H. Harris
Perceptions and Framing: How they Effect Negotiations	L. Mitchell
Black Community Perspectives on the Role of Business	C. Mjoli

Editorial Board Membership

Journal of Asia-Pacific Business: 2008 – present

Ad hoc Reviewer

Strategic Management Journal

Organization Science

Journal of Management Studies

Long Range Planning

MIS Quarterly

IV: HONORS AND ACHIEVEMENTS

- 2011 Teacher of the Year, Executive MBA Weekend Class of 2011 at KFBS.
- 2008 First recipient of the 'Above and Beyond' Award given by KFBS Executive Development to faculty 'going beyond the call of duty in their efforts for Executive Development, with a particular focus on faculty who help build our business and extend our ability to have an impact on the business community.'
- 2005 Teacher of the Year, Executive MBA Evening Class of 2005 at KFBS.
- 2004 Teacher of the Year, Executive MBA Weekend Class of 2004 at KFBS.
- 2003 Research Allstar, KFBS.
- 2002 Teaching Allstar, KFBS.
- 2001 Teacher of the Year, Full-time MBA Class of 2001 at KFBS.
- 1999 Daimler/Chrysler Award for Innovation and Excellence in Teaching, Full-time MBA Class of 1999, Fuqua School of Business, Duke University (Best MBA Elective Teacher).
- 1998 Certificate of Appreciation for Outstanding Teaching and Dedication to Students, Full-time MBA Class of 1998, Fuqua School of Business, Duke University.
- 1997 Three stars rating (with two other professors at the Fuqua School of Business) in BusinessWeek's 1997 Guide to the Best Business Schools.
- 1993 Highest rated faculty on the Program for Management Development, Graduate School of Business, The University of Cape Town, February 1993.
- 1992 Highest rated faculty on the Duke Advanced Management Program, Fuqua School of Business, Duke University, August 1992.
- 1991 Most Outstanding Professor on the 87th Management Program for Executives, Katz Graduate School of Business, University of Pittsburgh, Summer 1991.

- 1990 Highest rated faculty on the EMBA Program and the Management Program for Executives, Katz Graduate School of Business, University of Pittsburgh, 1990.
- 1988 South African Association of Business Management Gold Medal for Article of the Year in the 1987 edition of the South African Journal of Business Management.
- 1986/7 Dean's List, Krannert Graduate School of Management, Purdue University, (Fall and Spring semesters).
- 1986 Rotary Foundation Graduate Scholar, Krannert Graduate School of Management, Purdue University.
- 1986 Teacher of the Year, Graduate School of Business, University of the Witwatersrand, Johannesburg.
- 1984 Outstanding National South African Jaycee of the Year.
- 1974 Desmond Davis War Memorial Scholar, King Edward VII School, Johannesburg (highest award given to 12th grader, providing full academic scholarship for an undergraduate degree at any South African university).
- 1974 Prefect, King Edward VII School, State Colors in cricket 1973 and 1974.
- 1969 Head Prefect, King Edward VII Preparatory School, Johannesburg; Captain of cricket and soccer teams, State Colors in cricket 1968 and 1969.