

MICHELLE L. WASHINGTON, PhD
Curriculum Vitae - 2021

100 West Ave C20 Jenkintown, PA 19046 C: (267) 246-0201 E-mail: mwashin412@gmail.com

Education

Temple University

The Fox School of Business and Management
PhD in General and Strategic Management, 2008

Philadelphia, PA

Dissertation Title: "It's Whom You Know and What You Know: A Social Capital Perspective of the Impact of Small Firm Organizational Learning on Firm Performance"

The University of Michigan

M.B.A., 1992

Ann Arbor, MI

Tulane University

B.A. (Cum Laude honors) in Economics, 1988

New Orleans, LA

Teaching Experience

Lehigh University, Bethlehem, PA

College of Business

Management Department

Professor of Practice

John C. Swartley Visiting Professor

Adjunct Lecturer

August 2021 - Present

August 2019 - May 2020

August 2020 - August 2021

August 2018 - May 2019

August 2017 - December 2017

Foundations of Business (BUS001)

This course introduces students to the roles and responsibilities of key functional areas of a business as well as to elements of the external business environment in which businesses operate. Students also examine the importance of ethical decision-making.

Organizational Behavior (MGT143/MGT043)

This course introduces students to human behavior in organizations with an emphasis on conceptual and applied organizational behavior and human resource topics such as: individual differences, perception and judgment; decision making; motivation; teams and groups; leadership; conflict; ethics; diversity and culture.

Leadership in Organizations (MGT243)

This course provides a deep dive into how to lead people, teams and organizations. Beyond intelligence and technical skills, what separates effective from less effective leaders is an understanding of the human side of business. This course offers an in-depth examination of leadership and focuses on providing students with knowledge and abilities, increasing self-awareness, social awareness, and organizational awareness, thus facilitating their capacity for

effective leadership. Students will learn to lead from within and build and lead high impact and innovative teams.

Managing the International Organization (MGT342)

This course introduces students to the challenges and issues of managing organizations whose operations and activities span national boundaries. Particular emphasis is placed on managing talent within international firms.

Managing Diversity & Inclusion in the Workplace (MGT363)

This course focuses on the complex dynamics that emerge in diverse groups and environments, explains how diversity and inclusion affect individual and organizational performance, relates diversity and inclusion to career development and success and to the management of human resources. This course also aims to develop skills and competencies for effectively managing diversity and its effects in the workplace.

Peirce College, Philadelphia, PA

Adjunct Professor, Undergraduate Business Programs **May 2019 – August 2019**
January 2018 – July 2018

Organizational Dynamics (MGT306)

Through this course, students examine the personal and contextual factors that influence behavior in the workplace and how workplace behaviors affect organizational outcomes. Key course concepts include individual-level constructs such as personality, values, emotions, and job satisfaction; group-level constructs such as group dynamics and group performance and organizational-level constructs such as organizational culture, structure and effectiveness.

Strategic Management (MGT405)

This course examines ways in which top-level managers of organizations analyze the external and internal business environments to determine corporate and business strategy. Key course concepts include organizational vision and mission, industry and competitive analysis, sustainable competitive advantage as well as strategy formulation and implementation.

Peirce College, Philadelphia, PA

Adjunct Professor, Graduate Programs **March 2017 – August 2017**

Leading Culturally and Generationally Diverse Populations (OLM531)

This course exposes graduate students to the potential challenges and benefits arising from the different cultures and generations presently in the workplace and encourages students to think critically about the dynamic social factors that result from this diversity.

Arcadia University, Glenside, PA

Assistant Professor **September 2008 – August 2016**

International Business and Culture (BA101)

This course introduces students to salient economic, political, legal, cultural, social and technological factors of the global business environment. It also exposes students to the distinct yet interdependent responsibilities of the major functional areas of business including marketing, finance, human resources and operations management. Students apply course concepts by collaboratively researching and writing a newsletter on a foreign country and by operating a virtual business through an on-line business simulation.

Strategic Management (BA360)

This course introduces students to the ways in which top-level managers of organizations analyze the external and internal business environments to determine corporate and business strategy. It builds upon knowledge of the fundamental roles & responsibilities of each functional area of an organization (accounting, finance, human resources, marketing & operations management) to reinforce understanding of the ways in which these functional areas impact one another and synergistically serve in the implementation of strategy. Key course concepts include organizational vision and mission, industry and competitive analysis, sustainable competitive advantage as well as strategy formulation and implementation.

Human Resources Administration (BA362)

This course introduces students to the various human resource practices carried out by managers and human resource professionals in organizations. These human resource practices include workforce planning, job analysis, recruitment, selection, performance appraisal, training, development, compensation, benefits, employee relations, health and safety. A strategic approach to the implementation of these human resource practices is emphasized via textbook readings, lectures and class discussion. Practical application of course concepts is accomplished through guest speakers, in-class experiential exercises and the compilation of a career portfolio.

International Organizational Behavior (BA363)

This course presents an analysis of 21st century business trends and their relevance to international organizational behaviors. This course describes how cultural behaviors can be understood and used to increase managerial and organizational effectiveness.

Invisible Women: An Exploration of Female Entrepreneurship (US241)

This fully online course introduces students to the psychological, sociological and economic dimensions of entrepreneurship through a review of extant research on female entrepreneurs. Students reinforce course concepts by researching and writing a short case study about a specific female entrepreneur.

Global Connections Reflection (GCR101)

Students take this fully online course while studying abroad or completing an individualized global experience. The course encourages students to contemplate interconnections, interdependencies and inequities they encounter during their cross-cultural experiences as well as opportunities for them to positively impact society.

***DeVry University, Fort Washington, PA
Visiting Professor, Business Programs
Assistant Professor, Business Programs
Adjunct Instructor, Business Programs***

***July 2016 – August 2016
August 2005 – June 2008
March 2003-August 2005***

***Temple University, Philadelphia, PA
Teaching Assistant, General & Strategic Management Department***

Sept 2002-May 2003

Additional Work Experience

- 1992 – 2000 **FORD MOTOR COMPANY**
- 1998 – 2000 **Visteon Automotive Systems - Carlite Automotive Glass Operations**
Profit Consolidator Livonia, MI
- 1997- 1998 **Visteon Automotive Systems - Electronic Systems Division Operations**
Profit Consolidator Dearborn, MI
- 1995 - 1997 **Automotive Components Division - Utica Plant Controller's Office**
Senior Labor & Overhead Cost Analyst Utica, MI
- 1992 - 1995 **Car Product Development Finance Office** Dearborn, MI
Powertrain/Chassis Cost Analyst- 1996 Taurus/Sable Vehicle Program
- 1988 - 1990 **BARNETT BANK OF TAMPA, N.A.** Tampa, FL
Management Trainee

Grants, Awards and Honors

- Arcadia University Landman Library Information Literacy Grant Recipient, 2009
Temple University Future Faculty Fellowship, 2000-2004

Research Experience

Peer Reviewed Journal Publications

- Washington, M.L. and Chapman, Z. (2014). "Impact of Microfinance on Entrepreneurial Activity in Emerging Economies: Panel Data from Argentina, Brazil, Colombia & South Africa". *International Journal of Entrepreneurship*, (18), 59-67.
- Washington, M.L. and Russell, J.E. (2014). "InfoTek Computer Services & Consulting, LLC". *Journal of the International Academy of Case Studies*, (20) 1, 101-110.
- Washington, M.L. and Russell, J.E. (2014). "InfoTek Computer Services & Consulting, LLC" Note to Instructors. *Journal of the International Academy of Case Studies*, (2), 2, 91-98.
- Washington, M.L. and Chapman, Z. (2014). "Entrepreneurial Activity as an Externality of Inward Foreign Direct Investment in Emerging Economies: Panel Data from Argentina, Brazil, Colombia & South Africa". *Journal of Developmental Entrepreneurship*, (19) 1, 1-17.

Peer Reviewed Conference Proceedings & Presentations

- Washington, M.L. (2016). "Workplace Spirituality in the Small Business Context." Presented at the 2016 *United States Association for Small Business and Entrepreneurship National Conference*, San Diego, CA, January 2016.
- Washington, M.L. (2014). *Dragons, Dungeons, Passions and Profits: The Tale of the Rainbow Book Den*. In *Developments in Business Simulation and Experiential Learning: Proceedings of the Association for Business Simulations and Experiential Learning* (pp. 228-233).

- Washington, M.L., Kurthakoti, R., Halpin, A.L., & Byrd, S. (2014). Assessing Systemic Thinking in Undergraduates: An Exploratory Study Using a Total Enterprise Business Simulation. In *Developments in Business Simulations and Experiential Learning: Proceedings of the Association for Business Simulations and Experiential Learning Conference* (pp. 53-63).
- Washington, M. and Chapman, Z. "Impact of Microfinance on Entrepreneurial Activity in Emerging Economies: Panel Data from Argentina, Brazil, Colombia & South Africa". Published in conference proceedings and presented at the 2013 *Allied Academies Spring Conference*, New Orleans, LA. March 2013.
- Washington, M. "InfoTek Computer Services & Consulting, LLC". Published in conference proceedings and presented at the 2013 *United States Association for Small Business and Entrepreneurship National Conference*, San Francisco, CA. January 2013.
- Washington, M. "It's Whom You Know and What You Know: A Social Capital Perspective of the Impact of Small Firm Organizational Learning on Firm Performance." Published in conference proceedings and presented at the 2010 *United States Association for Small Business and Entrepreneurship National Conference*, Nashville, TN, January 2010.
- Hill, TL and Washington, M. "For Us and By Us: A Theoretical Model for Developing Community Generated Risk Capital to Finance Entrepreneurship in Distressed Urban Areas." Summary published in proceedings: Frontiers of Entrepreneurship Research 2004. Paper presented at the 2004 *Babson-Kauffman Entrepreneurship Research Conference*, Glasgow, Scotland, June 2004.
- Washington, M and Ketkar, S. "A Genealogical Approach to the Success of Spin-Offs as Entrepreneurial Ventures." Summary published in proceedings: Frontiers of Entrepreneurship Research 2004. Paper presented at the 2004 *Babson-Kauffman Entrepreneurship Conference*, Glasgow, Scotland, June 2004.
- Washington, M. "Spillover Effects of Foreign Direct Investment on Indigenous Entrepreneurship in Emerging Countries." Summary published in 2003 conference proceedings. Paper presented at the 2003 *Academy of Management Conference*, Seattle, WA, August 2003.
- Washington, M and Atwater, C. "All Things to All People: A Resource-Based Perspective of Stakeholder Management and Its Implications." Summary published in 2003 conference proceedings. Paper presented at the 2003 *Academy of Management Conference*, Seattle, WA, August 2003.
- Treichel, M; Dunlap-Hinkler, D; and Washington, M. "Top Management Team Diversity: Does Gender Diversity Influence Firm Performance?" Summary published in 2003 conference proceedings. Paper presented at the *Academy of Management Conference*, Seattle, WA, August 2003.

University Service

Editorial Board, *The Compass*, online journal of Arcadia University student scholarly and creative work, Spring 2013 – Spring 2016

Arcadia University Graduate Academic Programs Committee, Fall 2011- Spring 2013

Arcadia University Curriculum Assessment Team, Spring 2010 – Spring 2013

Arcadia University Instructional Technology Committee, Fall 2009 – Spring 2012

Arcadia University Faculty Advisor, 2008 - 2016

Community Service

Member, Epiphany Fellowship Church, 2014 - Present

Volunteer, Fruit of the Vine International Annual Fundraising Banquet, 2008-2013

Judge, The Business Center's The Enterprising Woman Annual Business Plan Competition, 2005-2009

Member, Christ Liberation Fellowship Church/Christ Redemption Fellowship Church, 2003-2013

References

Available upon request.