

ERIC G. KIRBY

Department of Management
McCoy College of Business Administration
Texas State University
San Marcos, TX 78666-4616
512/245-2606
fax: 512/245-2850
egkirby@txstate.edu
www.EricKirby.com

EDUCATION

- Ph.D.** Doctor of Philosophy in Business Administration, University of Kentucky, 1996
Major Focus: Organizational Theory and Strategy
Emphasis: Health Services Research
- M.B.A.** Master of Business Administration, Oakland University, 1991
Emphasis: Management Information Systems
- B.A.** Bachelor of Arts, Western Michigan University, 1987
Major: History
Emphasis: Secondary Education

RESEARCH

Research Statement

My primary research stream focuses on examining the impact of social norms on organizational performance. This research draws heavily on institutional and resource dependence theories to understand how sociocultural factors effect the strategies and policies of organizations, particularly within the health care industry. I have also utilized the same theoretical lens to examine the impact of social norms on other organizations. A secondary research stream examines strategic behaviors affecting individual performance.

Peer Reviewed Journal Publications

18. Kirby, E. G., Keeffe, M. K., & Nicols, K. M. 2007. A study of the effects of innovative and efficient practices on the performance of hospice care organizations. Health Care Management Review, 32(4): 352-359.
17. Kirby, E. G. & Ross, J. K. 2007. Kiasu tendency and tactics: A study of their impact on task performance. Journal of Behavioral and Applied Management, 8(2): 108-121.
16. Kirby, E. G. 2006. A comparative analysis of stakeholder power in the Mexican and U.S. health care systems. Journal of Health & Social Policy, 22(2): 13-29.
15. Kirby E. G. 2006. The impact of competition on the importance of conforming to social norms: Strategies for managed care organizations. Journal of Health Organization and Management, 20(2): 115-129.

14. Kirby, E. G. & Kirby, S. L. 2006. Improving task performance: The relationship between morningness and proactive thinking. Journal of Applied Social Psychology, 36(11): 2715-2729.
13. Kirby, E. G. 2003. Institutional and resource dependence perspectives on Major League Baseball: Insights and integration. International Journal of Sport Management, 4(2): 161-172.
12. Kirby S. L., & Kirby E. G., & Lewis, M. A. 2003. Changing the monolith: A qualitative analysis of a university's transition to pluralism. Psychology and Education, 40(2): 13-20.
11. Kirby, E. G., Kirby, S. L., & Lewis, M. A. 2002. A study of the effectiveness of training proactive thinking. Journal of Applied Social Psychology, 32(7): 1538-1549.
10. Lyon, D. W. & Kirby, E. G. 2000. The career planning essay. Journal of Management Education, 24(2): 276-287.
9. Davis, M. A., Freeman, J. W., & Kirby, E. G. 1998. Nursing home performance under case-mix reimbursement: Responding to heavy-care incentives and market changes. Health Services Research, 33(4): 815-834.
8. Kirby, E. G. & Sebastian, J. G. 1998. The effect of normative social forces on managed care organizations: Implications for strategic management. Journal of Healthcare Management, 43(1): 81-95. (formerly Hospital & Health Services Administration; article selected for inaugural issue)
7. Kirby, E. G. 1997. The impact of social norms and economic requirements on the strategic marketing of managed care organizations. Health Marketing Quarterly, 14(4): 45-54.
6. Kirby, S. L. & Kirby, E. G. 1996. The company file project. Journal of Management Education, 20(1): 135-140.
5. Kirby, E. G. & Kirby, S. L. 1996. On the diffusion of international social values: Institutionalization and demographic transition. Social Science Quarterly, 77(2): 289-300.
4. Kirby, E. G., Kirby, S. L., & Lyon, D. W. 1996. The impact of cultural differences between the United States and Mexico: Do birds of a feather flock together? Journal of Business and Management, 3(2): 51-63.
3. Kirby, E. G. 1996. The importance of recognizing alternative perspectives: An analysis of a failed project. International Journal of Project Management, 14(4): 209-212.
2. Kirby, E. G. 1995. An evaluation of the effectiveness of US CAFE policy. Energy Policy, 23(2): 107-110.
1. Kirby, E. G. 1995. Corporate social policy: Not just ethical, but also effective. Ethics & Critical Thinking Journal, 57: 60-67.

Peer Reviewed Proceedings and Presentations

24. Kirby, S. L., Kirby E. G., Bell, J. B., & Schafer, C. 2008. Questions asked and assumptions made: GPA, student motivation, and employment opportunities. To be presented at the 68th Annual Academy of Management Conference, Anaheim, CA, August 8-13.
23. Bradley, T. P., Ungaretti, T., Trevino-Rodriquez, R. N., Williams, J. K., Kirby, E. G., Provitera, M. J., Nasr, K. J., Fox, J. B., & Rhee, K. S. 2008. The questions we ask when the advisor is not looking. To be presented at the 68th Annual Academy of Management Conference, Anaheim, CA, August 8-13.
22. Kirby, S. L., Kirby E. G., & Lyon, D. W. 2008. Scholars united to reach Generation Y: Discussing the social challenges surrounding globalization. To be presented at the 19th Annual Conference of the International Association for Business and Society, Tampere, Finland, June 26-29.
21. Bradley, T. P., Provitera, M. J., Rhee, K. S., Rahim, E. A., Taylor, V .L., Westerman, J., Kirby, E. G., Nasr. K. J., & Ray, R. 2007. Management education: Getting in, breaking in, and fitting in. Presented at the 67th Annual Academy of Management Conference, Philadelphia, PA, August 3-8.
20. Kirby, E. G., Keeffe, M. K., & Nicols, K. M. 2006. A study of the effects of industry trends on hospice care organizations: Insights for the United Kingdom. Proceedings of the Conference on Trends in Global Business, New Haven, CT, April 20-22.
19. Kirby, E. G. 2005. Kiasu tendency and tactics: A study of their impact on academic performance. Presented at the 65th Annual Academy of Management Conference, Honolulu, HI, August 5-10.
18. Kirby, S. L., Kirby, E. G., & Ross, J. K. 2005. Examining organizational 'buy-in:' Weaving the nomological net. Presented at the 65th Annual Academy of Management Conference, Honolulu, HI, August 5-10.
17. Kirby, E. G. 2005. An analysis of stakeholder power in the U.S. and Mexican health care systems. Proceedings of the 2005 Western Academy of Management Conference, Las Vegas, NV, March 31-April 2.
16. Kirby, E. G. & Kirby, S. L. 2004. Argh, I've got an 8:00! Morningness, proactive thinking, and student performance. Presented at the 64th Annual Academy of Management Conference, New Orleans, August 6-11.
15. Kirby, S. L., Kirby, E. G., Armstrong, S. J., de Janasz, S. C., & Lyon, D. W. 2004. Excelling at teaching, research, and service while maintaining a life: Actionable tips from the trenches. Presented at the 64th Annual Academy of Management Conference, New Orleans, August 6-11.
14. Kirby, E. G., Kirby, S. L., & Glasgow (Nicols), K. M. 2002. Improving student performance: The relationship between morningness and proactive thinking. Proceedings of the 44th Annual Mountain Plains Management Conference, Durango, CO, October 3-5.

13. Ross, J. K. III & Kirby, E. G. 2000. A.W.A.R.E: Always Wanted A Riding Experience. Proceedings of the 2000 North American Case Research Association Meeting, San Antonio, October 14-16.
12. Richard, O. C., Kirby, S. L., & Kirby, E. G. 2000. The contingent role of human resource management system effectiveness on firm performance. Proceedings of the 2000 Southwest Academy of Management Conference, San Antonio, TX, March 15-18.
11. Kirby, E. G. 1999. Normative environmental forces, isomorphism, and market competition: A study of the behavior of managed care organizations. Presented at the 1999 American Sociological Association Conference, Chicago, August 8-12.
10. Kirby, S. L., Richard, O. C., & Kirby, E. G. 1998. Linking gender diversity to organizational performance: The impact of identity-conscious and identity-blind human resource management programs. Presented at the 58th Annual Academy of Management Conference, San Diego, August 9-12.
9. Kirby, E. G. 1997. A study of the impact of conformity to normative environmental forces on the performance of managed care organizations. Presented at the 57th Annual Academy of Management Conference, Boston, August 10-13.
8. Kirby, E. G., Davis, M. A., & Freeman, J. W. 1997. The effects of case-mix reimbursement policy on nursing home outcomes: Responding to heavy-care incentives and market changes. Presented at the 57th Annual Academy of Management Conference, Boston, August 10-13.
7. Savage, G. T., Kirby, E. G., Cochran, C. E., Friedman, L. H., & Purtell, D. 1997. Health care at the crossroads: Managed care and the two faces of state reforms. Presented at the 57th Annual Academy of Management Conference, Boston, August 10-13.
6. Kirby, E. G. 1997. A strategic plan for coordinating multiple-section courses. Proceedings of the 40th Annual Midwest Academy of Management Conference, Ann Arbor, MI, April 4-5.
5. Lyon, D. W. & Kirby, E. G. 1997. The career planning essay. Proceedings of the 40th Annual Midwest Academy of Management Conference, Ann Arbor, MI, April 4-5.
4. Kirby, E. G. 1995. Cultural differences in motivational orientation. Proceedings of the 23rd Annual Administrative Sciences Association of Canada Conference: International Business Programme, Windsor, ON, Canada, June 3-6.
3. Kirby, E. G. 1995. Is CAFE the way? Proceedings of the Marketing and Public Policy Annual Conference, Atlanta, May 19-21.
2. Kirby, S. L. & Kirby, E. G. 1995. The company file project: Theory and practice. Proceedings of the 38th Annual Midwestern Academy of Management Conference, St. Louis, March 31-April 1.
1. Kirby, E. G. & Mayer, D. 1991. U.S. regulation of the auto industry: Public policy issues for labor, energy, and the environment. Presented at the American Business Law Association Annual Meeting, Portland, ME, August 15-18.

Other Publications

6. Ross, J. K. & Kirby, E. G. 2008. A.W.A.R.E: Always Wanted A Riding Experience (a case study). In T. L. Wheelen & J. D. Hunger, Strategic Management and Business Policy, 11th ed. Upper Saddle River, NJ: Prentice Hall.
5. Ross, J. K. & Kirby, E. G. 2006. A.W.A.R.E: Always Wanted A Riding Experience (a case study). In T. L. Wheelen & J. D. Hunger, Strategic Management and Business Policy, 10th ed. Upper Saddle River, NJ: Prentice Hall.
4. Ross, J. K. & Kirby, E. G. 2004. A.W.A.R.E: Always Wanted A Riding Experience (a case study). In T. L. Wheelen & J. D. Hunger, Strategic Management and Business Policy, 9th ed. Upper Saddle River, NJ: Prentice Hall.
3. Ross, J. K. & Kirby, E. G. 2002. A.W.A.R.E: Always Wanted A Riding Experience (a case study). In T. L. Wheelen & J. D. Hunger, Strategic Management and Business Policy, 8th ed. Upper Saddle River, NJ: Prentice Hall.
2. Kirby, E. G. & Kennedy, S. D. 1999. The evolution of health care delivery systems. In J. Lancaster (Ed.), Nursing issues in leading and managing change: 3-24. St. Louis: Mosby-Year Book.
1. Kirby, E. G. 1996. "Readers are Reading" review of Partners for the dance: Forming strategic alliances in health care by A. D. Kaluzny, H. S. Zuckerman, & T. C. Ricketts. Academy of Management Review, 21(3): 885.

Research in Progress

- Strategic groups in the hospice care industry
- Changes to grading systems on student motivation (with J. Bell, S. Kirby, & C. Schafer)
- Exploring the social challenges of globalization and ethics (with S. Kirby & D. Lyon)

Research Interests

- Impact of Sociocultural and Anthropological Forces on Organizations
- Strategic Management of Health Care Organizations
- Strategic Behaviors Effecting Individual Performance in the Classroom

TEACHING

Teaching Statement

I believe that teaching is an extremely important component of being a university professor. An effective teacher should strive to develop the critical thinking and analysis skills which students need to enhance their educational experience and achieve successful careers. In the process of educational development, the professor should foster student improvement in areas such as written and oral communication, the analysis and synthesis of diverse information, and application of prior knowledge to new situations. To this end, my classes stress the application of class materials to actual corporate situations, utilizing case studies, and drawing upon my own and students' work experiences. Through the implementation of these beliefs I have repeatedly been recognized as an outstanding teacher at both the undergraduate and graduate levels.

Doctoral Seminars Taught

- Ph.D. Seminar in Organizational Theory
 - University of Texas - Pan American (Fall 1998)
 - Texas Tech University (Fall 1997)
- Ph.D. Seminar in Strategic Management
 - Texas Tech University (Fall 1996)

M.B.A. Courses Taught

- Strategic Management
 - Texas State University (Spring 2006)
 - University of Texas - Pan American (Spring 1999)
 - Texas Tech University (Fall 1996 - Spring 1998)
- Principles of Management
 - Texas State University (Fall 2000 - Fall 2002)
 - Texas Tech University (Fall 1997)
- Medical Group Practice Management
 - Texas Tech University (Fall 1997)
- Managed Health Care
 - Texas Tech University (Summer 1998)

Undergraduate Classes Taught

- Strategic Management
 - Texas State University (Fall 1999 – present)
 - University of Texas - Pan American (Fall 1998 – Fall 1999)
 - Texas Tech University (Spring 1998)
 - University of Kentucky (Spring 1996 - Summer 1996)
- Honors Strategic Management
 - Texas Tech University (Fall 1996)
- Production and Operations Management
 - Texas State University (Fall 1999 – Summer 2000)
- Principles of Management
 - University of Kentucky (Fall 1993 - Fall 1995)
- Management Information Systems
 - Kalamazoo Valley Community College (Spring 1993)
- Computer Systems Analysis and Design
 - Southwestern Michigan College (Spring 1993)
- Freshman Seminar
 - Texas State University (Fall 2000)

Classes Taught via Distance Education

- Post-M.B.A. Advanced Strategic Management
 - Texas Tech University (Fall 1997)
- M.B.A. Strategic Management
 - Texas Tech University (Spring 1997 - Spring 1998)

Doctoral Dissertation Graduate College Representative

- Delina Berrara, Ph.D. in Public Administration, Texas Tech University (1998).
- Dissertation Topic: Comparison of U.S. and Mexican health care systems.
- Laura Lam, Ph.D. in Psychology, Texas Tech University (1998).
- Dissertation Topic: Impact of emotional intelligence on individual task performance.

Master's Thesis Chair

- Katherine Mulvany, M.B.A., Texas State University (2002).
- Thesis Topic: Perceptions of liability by top management teams.

Master's Thesis Committee Member

- Lori Sallop, M.B.A., Texas State University (2005).
- Thesis Topic: Gender diversity management practices.

Undergraduate Honors Thesis Chair

- Bissworaj Gurung, B.B.A. in CIS, Texas State University (2000).
- Thesis Topic: A strategic analysis of the failures of Netscape.

Teaching Interests

- Strategic Management
- Organizational Theory
- Health Care Administration
- Sport Management

ACADEMIC WORK EXPERIENCE

- **Texas State University, McCoy College of Business Administration, Dept of Management**
- Associate Professor with tenure (2002-present)
- Assistant Professor (2000-2002)
- Visiting Assistant Professor (1999-2000)
- **University of Texas – Pan American, College of Business Administration, Department of Management, Marketing, and International Business**
- Assistant Professor (1998-1999)
- **Texas Tech University, College of Business, Management Area & School of Medicine, Department of Health Organization Management (joint appointment)**
- Visiting Assistant Professor (1996-1998)
- **University of Kentucky, College of Business and Economics, School of Management**
- Teaching Assistant (1993-1996)
- **Southern Michigan College, Department of Business**
- Adjunct Instructor of Computer Information Systems (1993)
- **Kalamazoo Valley Community College, Department of Business**
- Adjunct Instructor of Computer Information Systems (1993)
- **Oakland University, School of Business**
- Research Assistant (1990-1991)
- **Western Michigan University, College of Business**
- Teaching Assistant (1986)

SERVICE AND RECOGNITION

University-Level Service Activities

- **Texas State University**
 - University Curriculum Committee Member (2007-present & 2003-2004)
 - Teaching Mentor (2003-present)
 - Member of Graduate Faculty (1999-present)
 - Faculty Mentor (2000-present)
- **University of Texas – Pan American**
 - Member of Graduate Faculty (1998-1999)
- **Texas Tech University**
 - Member of Graduate Faculty (1996-1998)
- **University of Kentucky**
 - Faculty Advisor for Mortar Board Honors Society (1995-1996)

College-Level Service Activities

- **Texas State University**
 - College Curriculum Committee (2006-present)
 - Beta Gamma Sigma Scholarship Selection Committee (2008-present)
 - Research Enhancement Program Grant Selection Committee (2005-2006)
 - Strategic Management Core Course Coordinator (2003-present)
 - Core Course Coordinator Committee (2003-present)
 - Department of Management Chair Search Committee (2003-2005)
 - Mission of the College Committee (2001-2004)
 - College “Research Culture” Committee (2000-2001)
 - College Diversity Committee (2001-2003)
 - Faculty Advisor for Alpha Kappa Psi Business Fraternity (1999-2000)
- **University of Texas – Pan American**
 - AACSB Accreditation Self-Study Committee for the Ph.D. Curriculum (1998-1999)
- **Texas Tech University**
 - Multimedia Planning Committee (1996)
 - Faculty Advisor for Health Organization Management Student Association (1997-1998)
 - “Web Master” for Health Organization Management Program (1997-1998)
 - Health Organization Management Executive Planning Committee (1996-1998)

Departmental-Level Service Activities

- **Texas State University**
 - Endowed Chair in Ethics Search Committee Member (2007-2008)
 - Coordinator of Departmental Journal Rankings (2006-2007)
 - Chair of Departmental Curriculum Committee (2006-present)
 - Faculty Mentor for Dr. Ivan Blanco (2005-2007)
 - Departmental Personnel Committee (2002-present)
 - Departmental Library Representative (2000-present)
 - Departmental Budget Committee (2002-2005)
 - Departmental Scholarship Committee (1999-2004)
 - Chair of Departmental Mission Committee (2000-2003)
 - Strategic Planning Steering Committee (2001-2003)
 - Departmental “Research Cabinet” (2000-2003)
 - External Screening Committee (2000-2001)

- **Texas Tech University**
 - Computer Action Committee (1996-1997)
 - Coordinator of Undergraduate Strategic Management Classes (1996)

Professional Service Activities

- **Ad hoc Reviewer**
 - Academy of Management Review (1995-present)
 - Journal of Healthcare Management (1995-present)
 - Social Science Quarterly (1996-present)
 - Health Care Management Review (1999-present)
 - British Journal of Management (2007-present)
 - Advances in Health Care Management (1999-2000)
 - Academy of Management Annual Conference (1995-present)
 - Western Academy of Management Annual Conference (2004-present)
 - Southern Management Association Annual Conference (1995-2000)
 - International Academy of Business Annual Conference (1999-2001)
 - Midwest Academy of Management Annual Conference (1995-1997)
- **Conference Organization**
 - Academy of Management Conference Session Chair
 - Academy of Management Conference Discussant
 - Conference on Trends in Global Business Track Chair
- **Textbook Reviewer**
 - Strategic Management and Competitive Advantage, 1/e. 2006. Prentice Hall.
 - Managing Strategy, 1/e. 2006. Thomson/South-Western.

Honors and Awards

- **Presidential Award for Excellence in Scholarly Activities, McCoy College Nominee**
 - Texas State University, 2006-2007
 - o awarded to the college's senior faculty member determined to be the best researcher for the year
- **Presidential Award for Excellence in Teaching, McCoy College Nominee**
 - Texas State University, 2005-2006
 - o awarded to the college's senior faculty member determined to be the best teacher
- **Program for Excellence in Teaching and Learning, invited participant**
 - Texas State University, 2002-2003
 - o honor reserved for the 20 best teachers at the university
- **"Excellence in Research" Award, Runner-up**
 - Texas State University, Department of Management, 2001-2002
 - o awarded to the department's second-most productive researcher of the year
- **"Excellence in Teaching" Award, Runner-up**
 - Texas State University, Department of Management, 2001-2002
 - o awarded to the department's second-best teacher of the year
- **Presidential Award for Excellence in Teaching, McCoy College Nominee**
 - Texas State University, 2001-2002
 - o awarded to the college's junior faculty member determined to be the best teacher
- **College of Business Administration Advisory Council Teaching Excellence Award**
 - Texas State University, 2000-2001
 - o awarded to the faculty member determined to be the best by the students

- **Presidential Award for Excellence in Scholarly Activities, McCoy College Nominee**
 - Texas State University, 2000-2001
 - o awarded to the college's junior faculty member determined to be the best researcher
- **"Excellence in Research" Award**
 - Texas State University, Department of Management, 2000-2001
 - o awarded to the department's most productive researcher
- **"Excellence in Teaching" seminar**
 - Texas Tech University, College of Business Administration, invited presenter 1997
 - o invited based on sustained teaching excellence
- **Academy of Management Health Care Administration Consortium**, invited participant 1995
- **Phi Alpha Theta International History Honor Society**, inducted 1986
- **State of Michigan Merit Scholarship**, 1983

Grants and Funding

- **Texas State University**
 - Faculty Research Grant, 2007 (awarded \$2000)
 - o awarded for study of grading systems on student motivations (results to be presented at Academy of Management annual conference)
 - Faculty Research Grant, 2005 (awarded \$500)
 - o awarded for study of hospice care industry (results published in [Health Care Management Review](#))
 - Faculty Research Grant, 2002 (awarded \$750)
 - o awarded for study of organizational justice issues
 - Faculty Research Grant, 2001 (awarded \$500)
 - o awarded for materials to aid study of minor league baseball
 - Library Research Grant, 2001 (awarded \$135)
 - o awarded for materials to aid study of professional baseball (results published in [International Journal of Sport Management](#))
 - Faculty Research Support Grant, 2000 (awarded \$2,000)
 - o awarded for study of minor league baseball
 - Faculty Research Support Grant, 1999 (awarded \$1,000)
 - o awarded for study of proactive thinking (results published in [Journal of Applied Social Psychology](#))
- **University of Texas – Pan American**
 - Faculty Development Grant, 1999 (awarded \$1,200)
 - o awarded for study of managed care organizations
 - Physician Education Research Support, 1999 (awarded \$150)
 - o awarded for study of managed care organizations
- **Texas Tech University**
 - Research Advisory Board Large Competitive Grant, 1996-1997 (awarded \$2,020)
 - o awarded for study of managed care organizations (results presented at American Sociological Association annual conference)
- **University of Kentucky**
 - Doctoral Student Research Grant, 1995 (awarded \$350)
 - o awarded to support dissertation
 - Teaching and Research Assistantship, 1993-1996 (award valued at \$45,000)
 - o awarded to cover all expenses of doctoral studies
- **Oakland University**
 - Research Assistantship, 1990-1991 (award valued at \$8,100)
 - o awarded to cover most expenses of master's studies

- **Western Michigan University**
 - Teaching Assistantship, 1986 (award valued at \$2,200)
 - awarded to partially cover expenses of undergraduate studies

Association Memberships

- Academy of Management