

Faculty Profile



Dr. Curt Grimm Dean's Professor of Supply Chain and Strategy

**Ph.D., University of California,
Berkeley**

Robert H. Smith School of Business
Logistics, Business and Public Policy
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CURRICULUM VITAE

PRESENT POSITION

Dean's Professor of Supply Chain and Strategy; R.H. Smith School of Business
University of Maryland; College Park, MD 20742.

Appointed as Assistant Professor, August, 1983

Promotion to Associate Professor, August, 1989

Promotion to Full Professor, August, 1993

Served as Department Chair from December 1994-July 2003.

EDUCATION

University of California, Berkeley Ph.D. June 1983 Economics

Major Areas: Industrial Organization, Transportation and Econometrics/Statistics.

Ph.D. Dissertation: Strategic Motives and Competitive Effects in Railroad
Mergers

(Ted Keeler, Advisor)

Freiburg University, Freiburg, West Germany, Sept 1976 - July 1977
International Studies

Recipient of Rotary International Fellowship

University of Wisconsin, Madison B.A. May 1975 Economics (with Honors)

Recipient of Dean's Prize for Outstanding Scholastic Achievement, awarded to the two top College of Letters & Science graduates

PREVIOUS EMPLOYMENT

Visiting Research Fellow, Bureau of Transport and Communication Economics, Canberra, Australia, July 1991 - January 1992.

Economist, Office of Policy and Analysis, Interstate Commerce Commission, Washington, D.C., January 1981 - December 1981.

Assistant to the Chief of Intercity Transport Development, Planning Division, Wisconsin Department of Transportation, Madison, October 1977 - August 1978 and November 1975 - July 1976.

AIIESEC (International Association of Students in Economics and Commerce) Trainee, Swedish State Power Board, June 1975 - September 1975.

PUBLICATIONS - Books

1) C. Winston, T. Corsi, C. Grimm and C. Evans, The Economic Effects of Surface Freight Deregulation, Brookings Institution, Washington, D.C., 1990.

2) Smith, K., C. Grimm and M. Gannon, The Dynamics of Competitive Strategy, Sage Publishing, Newbury Park, CA, 1992.

3) Grimm, C. and K. Smith, Strategy as Action: Industry Rivalry and Coordination, West's Strategic Management Series, West Publishing Company, 1997.

4) Grimm, C., H. Lee and K. Smith, Strategy as Action: Competitive Dynamics and Competitive Advantage, Oxford University Press, New York, 2006.

PUBLICATIONS - Articles in Refereed Journals

5) Grimm, C. and R. Harris, "Structural Economics of the U.S. Rail Freight

Industry: Concepts, Evidence, and Merger Policy Implications," Transportation Research Vol. 17A, No. 4, 1983, pp. 271-281.

6) Grimm, C., "An Evaluation of Economic Issues in the UP-MP-WP Railroad Merger," Logistics and Transportation Review Vol. 20-3, 1984, pp. 239-259.

7) Fanara, P. and C. Grimm, "Stand-Alone Costs: Use and Abuse in Determining Maximum U.S. Railroad Rates," Transportation Research Vol. 19A, No. 4, July 1985, pp. 297-303.

8) Grimm, C. and R. Harris, "The Effects of Railroad Mergers on Industry Performance and Productivity," Transportation Research Record 1029, 1985, pp. 9-17.

9) Grimm, C., K. Phillips and L. Selzer, "The Economics of Coal Transportation: Implications for Railroad and Shipper Strategies," Transportation Research Record 1061, 1985, pp. 14-26.

10) Grimm, C. and K. Smith, "The Impact of Rail Regulatory Reform on Rates, Service Quality, and Management Performance: A Shipper Perspective," Logistics and Transportation Review Vol. 22-1, 1986, pp. 57-68.

11) Grimm, C., "Excess Branch Line Capacity in the U.S. Railroad Industry: A Simulation Model Approach," Logistics and Transportation Review Vol. 22-3, 1986, pp. 223-240.

12) Barbera, A., C. Grimm, K. Phillips, and L. Selzer, "Railroad Cost Structure - Revisited," Journal of the Transportation Research Forum Vol. 28, No. 1, 1987, pp. 237-244.

13) Corsi, T. and C. Grimm, "Changes in Owner-Operation Use, 1977-1985: Implications for Management Strategy," Transportation Journal Vol. 26-3, Spring 1987, pp. 4-16.

14) Smith, K. and C. Grimm, "Environmental Variation, Strategic Change and Firm Performance: A Study of Railroad Deregulation," Strategic Management Journal Vol. 8-4, July/August 1987, pp. 363-376.

- 15) Grimm, C., J. Kling and K. Smith, "The Impact of U.S. Rail Regulatory Reform on Railroad Management and Organizational Structure," Transportation Research Vol 21A, No. 2, March 1987, pp. 87-94.
- 16) Corsi, T. and C. Grimm, "Mobility Barriers in the Motor Carrier Industry," Journal of the Transportation Research Forum Vol. 28, No. 1, 1987, pp. 302-309.
- 17) Kling, J. and C. Grimm, "Microcomputer Use in Transportation and Logistics: A Literature Review with Implications for Educators," Journal of Business Logistics Vol. 9, No. 1, 1988, pp. 1-18 (also published in the Proceedings of the 1987 Transportation and Logistics Educators Conference).
- 18) Grimm, C. and R. Harris, "A Qualitative Choice Analysis of Rail Routings: Implications for Vertical Foreclosure and Competition Policy," Logistics and Transportation Review Vol. 24, No. 1, March 1988, pp. 49-67.
- 19) Smith, K., M. Gannon, C. Grimm, and T. Mitchell, "Decision Making Behavior in Smaller Entrepreneurial and Larger Professionally Managed Firms," Journal of Business Venturing Vol. 3, No. 3, Summer 1988, pp. 223-232 (earlier version published in 1987 Southern Academy of Management Proceedings).
- 20) Grimm, C., K. Phillips and L. Selzer, "The Impact of Rail Rationalization on Traffic Densities," Transportation Research Record 1177, 1988, pp. 1-5.
- 21) Grimm, C., K. G. Smith, M. Gannon and K. A. Smith, "The Importance of Strategic Planning in the Wake of Deregulation: A Study of the Travel Agent Industry," Journal of the Transportation Research Forum Vol. 29, No. 1, 1988, pp. 44-49.
- 22) Smith, K., C. Grimm, M. Chen and M. Gannon, "Predictors of Response Time to Competitive Strategic Actions: Preliminary Theory and Evidence," Journal of Business Research 18, 1989, pp. 245-258.
- 23) Corsi, T. and C. Grimm, "ATLFs: Driving Owner-Operators into the Sunset," Journal of the Transportation Research Forum Vol. 29, No. 2, 1989, pp. 285-290.
- 24) Grimm, C. and T. Corsi and J. Jarrell, "U.S. Motor Carrier Cost Structure under Deregulation," Logistics and Transportation Review Vol. 25, No. 2, Sept

1989, pp. 231-250.

25) Grimm, C., K. Smith and R. Blankinship, "Post-Deregulatory Strategic Performance of the Railroad Industry," Journal of Business Strategies Vol. 6, No. 1, Spring 1989. pp. 33-41.

26) Corsi, T. and C. Grimm, "Strategies and Performance in the Truckload General Freight Segment Before and After Deregulation," Journal of the Transportation Research Forum Vol. 30, No. 1, 1989, pp. 92-97.

27) Smith, R., T. Corsi and C. Grimm, "Motor Carrier Strategies and Performance," Transportation Research Vol. 24A, No. 3, May 1990, pp. 201-210.

28) Kling, J., C. Grimm and T. Corsi, "Hub-Dominated Airports: An Empirical Assessment of Challenger Strategies," The Logistics and Transportation Review Vol. 27, No. 3, 1991.

29) Grimm, C. and K. Smith, "Management and Organizational Change: A Note on the Railroad Industry," Strategic Management Journal Vol 12, 1991, pp. 557-562.

30) Smith, K. and C. Grimm, "A Communication Model of Competitive Response Timing," Journal of Management 17(1), 1991, pp. 5-23.

31) Corsi, T., C. Grimm, K. Smith and R. Smith, "Deregulation, Strategic Change, and Firm Performance Among LTL Motor Carriers," Transportation Journal Vol. 31, No. 1, 1991, pp. 4-13.

32) Smith, K., C. Grimm, M. Gannon, and M. Chen, "Organizational Information Processing, Competitive Responses and Performance in the U.S. Domestic Airline Industry," Academy of Management Journal 34(1), 1991 pp. 60-85.

33) Kling, J., C. Grimm and T. Corsi, "Strategies of Challenging Airlines at Hub-Dominated Airports," Journal of the Transportation Research Forum Vol. 31, No. 2, 1991, pp. 359-370.

34) Guthrie, J., C. Grimm, and K. Smith, "Environmental Change and the Top

Management Teams," Journal of Management Vol. 17, No. 4, 1991, pp. 735-748.

35) Smith, R., T. Corsi, C. Grimm, and K. Smith, "The Impact of LTL Motor Carrier Size on Strategy and Performance," Logistics and Transportation Review Vol. 28, No. 2, 1992, pp. 129-145.

36) Emerson, C., C. Grimm and T. Corsi, "The Advantage of Size in the U.S. Trucking Industry: An Application of the Survivor Technique," Journal of the Transportation Research Forum, 1992, Vol. 32, No. 2, pp. 369-378.

37) Chen, M., K. Smith and C. Grimm, "Action Characteristics as Predictors of Competitive Responses," Management Science Vol. 38, No. 3, 1992, pp. 439-455.

38) Gannon, M., K. Smith and C. Grimm, "An Organizational Information-Processing Profile of First-Movers," Journal of Business Research 25, 1992, pp. 231-241.

39) Corsi, T., C. Grimm and J. Feitler, "The Impact of Deregulation on LTL Motor Carriers: Size, Structure, and Organization," Transportation Journal Vol. 32, No. 2, 1992, pp. 24-31.

40) Grimm, C., C. Winston and C. Evans, "Foreclosure of Railroad Markets: A Test of Chicago Leverage Theory," Journal of Law and Economics Vol. XXXV, October 1992, pp. 295-310.

41) Grimm, C., T. Corsi, and R. Smith, "Determinants of Strategic Change: A Discrete Choice Analysis," Transportation Journal Vol. 32, No. 4, 1993, pp. 56-62.

42) Grimm, C., and H. Sapienza, "Determinants of Shortline Railroad Performance," Transportation Journal Vol. 32, No. 3, 1993, pp. 5-13.

43) Grimm, C., and H. Milloy, "Australian Domestic Aviation Deregulation: Impacts and Implications," Logistics and Transportation Review, Vol. 29, No. 3, 1993, pp. 259-273.

44) Guthrie, J., C. Grimm and K. Smith, "Environmental Change and

Management Staffing: A Reply," Journal of Management Vol. 19, No. 4, 1993, pp. 889-896.

45) Xu, K., R. Windle, C. Grimm and T. Corsi, "Reevaluating Returns to Scale in Transportation," Journal of Transport Economics and Policy, September, 1994, pp. 275-286.

46) Schomburg, A., C. Grimm and K. Smith, "Avoiding New Product Warfare: The Role of Industry Structure," Advances in Strategic Management, P. Shrivastava, A. Huff and J. Dutton, eds, JAI Press, Vol. 10B, 1994, pp. 145-173.

47) Young, G., K. Smith and C. Grimm, "Austrian and Industrial Organization Perspectives on Firm-Level Competitive Activity and Performance," Organization Science, Vol. 7, No. 3, May-June 1996, pp. 243-254.

48) Emerson, C. and C. Grimm, "Logistics and Marketing Components of Customer Service: An Empirical Test of the Mentzer, Gomes and Krapfel Model," International Journal of Physical Distribution and Logistics Management Vol. 26, No. 8, 1996, pp. 29-42.

49) Smith, K, G. Young, M. Becerra, and C. Grimm, "An Assessment of the Validity of Competitive Dynamics Research," Best Paper Proceedings, Academy of Management, August, 1996.

50) Sapienza, H. and C. Grimm, "Founder Characteristics, Start-Up Process and Strategy/Structure Variables as Predictors of Shortline Railroad Performance," Entrepreneurship Theory and Practice Vol. 22, No. 1, Fall, 1997.

51) Feitler, J., T. Corsi and C. Grimm, "Measuring Firm Strategic Change in the Regulated and Deregulated Motor Carrier Industry: An Eighteen Year Evaluation," The Logistics and Transportation Review Vol. 33E, No. 3, September 1997.

52) Smith, K., C. Grimm, G. Young and S. Wally, "Strategic Groups and Rivalrous Firm Behavior," Strategic Management Journal Vol. 18, No. 2, February 1997.

53) Young, G., K. Smith, and C. Grimm, "Multimarket Contact, Resource

Heterogeneity, and Rivalrous Firm Behaviour," Best Paper Proceedings, Academy of Management, August 1997.

54) Feitler, J., T. Corsi and C. Grimm, "Strategic and Performance Changes Among LTL Motor Carriers," Transportation Journal, Vol. 37, No. 4, pp. 5-12, Summer 1998.

55) Emerson, C. and C. Grimm, "The Relative Importance of Logistics and Marketing Customer Service: A Strategic Perspective," Journal of Business Logistics Vol. 19, No. 1, 1998, pp. 29-42.

56) Ferrier, W., K. Smith and C. Grimm, "The Role of Competitive Action in Market Share Erosion and Industry Dethronement: A Study of Industry Leaders and Challengers," Academy of Management Journal Vol. 42, No. 4, pp. 372-388, August 1999. **WINNER OF AWARD FOR BEST PAPER PUBLISHED IN ACADEMY OF MANAGEMENT JOURNAL IN 1999.**

57) Grimm, C and J. Plaistow, "Competitive Effects of Railroad Mergers," Journal of the Transportation Research Forum Vol. 38, No. 1, pp. 64-75, 1999.

58) Lee, H., K. Smith, C. Grimm and A. Schomburg, "Timing, Order and Durability of New Product Advantages with Imitation," Strategic Management Journal Vol. 21-1, 2000, pp. 23-30.

59) Carter, C., R. Kale and C. Grimm, "Environmental Purchasing and Firm Performance," Transportation Research Part E: Logistics and Transportation Review, Vol. 36, 2000, pp. 219-228.

60) Young, G., K. Smith, C. Grimm and D. Simon, "Multimarket Contact and Resource Heterogeneity: A Competitive Dynamic Perspective, " Journal of Management 26 (6), 2000, 1217-1236.

61) Shaffer, B. T. Quasney and C. Grimm, "Firm Level Performance Implications of Nonmarket Actions, " Business and Society Vol. 39, No. 2, June 2000.

62) Johnson, C., R. Krapfel, Jr. and C. Grimm, "A Contingency Model of Supplier-Reseller Satisfaction Perceptions in Distribution Channels, " Journal of

Marketing Channels Vol. 8, No. ½ 2001, pp. 65-90.

63) Smith, K, C. Grimm and W. Ferrier, "King of the Hill: Dethroning the Industry Leader," Academy of Management Executive, Vol. 15, Number 2, May 2001, pp. 59-70.

64) Ferrier, W., C. MacFhionnlaich, K. Smith and C. Grimm, "The Impact of Performance Distress on Aggressive Competitive Behavior: A Reconciliation of Conflicting Views" Managerial & Decision Economics, Special Issue on "The Dynamics, Context, and Consequences of Strategy" Vol. 23, Issue 4-5, 2002, pp. 301-316).

65) Patterson, K., C. Grimm and T. Corsi, "Adopting New Technologies for Supply Chain Management," Transportation Research Part E: Logistics and Transportation Review Vol. 39E, No. 2, March 2003, pp. 95-121.

66) Lee, H., Smith, K. G. & Grimm, C. M. "The Effect of New Product Radicality and Scope on the Extent and Speed of Innovation Diffusion." Journal of Management, Vol. 29 (5), October 2003, pp. 753-768. **WINNER OF AWARD FOR BEST PAPER PUBLISHED IN JOURNAL OF MANAGEMENT IN 2003.**

67) Patterson, K., C. Grimm and T. Corsi, "Diffusion of Supply Chain Technologies," Transportation Journal, Vol. 43, No. 3, Summer 2004, pp. 5-23.

68) L. Cheng and C. Grimm, "The Application of Empirical Strategic Management Research to Supply Chain Management," Journal of Business Logistics (forthcoming).

69) D. Basdeo, K. Smith, C. Grimm, V. Rindova and P. Derfus, "The Impact of Market Actions on Firm Reputation" Strategic Management Journal (forthcoming).

PUBLICATIONS - Articles in Edited Volumes

70) Grimm, C., "Horizontal Competitive Effects in Railroad Mergers," Research in Transportation Economics, Vol. 2, Theodore E. Keeler, editor, JAI Press, 1985, pp. 27-53.

71) Harris, R. and C. Grimm, "Revitalization of the U.S. Rail Freight Industry: An Organizational Perspective," International Railway Economics, K.J. Button and D.E. Pitfield eds., Gower Publishing Company, 1985, pp. 49-84.

72) Grimm, C. and J. Holcomb, "Choices Among Encompassing Organizations: Business and the Budget Deficit," Business Strategy and Public Policy, David Beam, Al Kaufman, and Alfred Marcus, eds., Quorum Books, New York, 1987, pp. 105-118.

73) Smith, K., C. Grimm, and M. Gannon, "Competitive Moves and Responses Among High Technology Firms," Handbook of Business Strategy: 1989-1990, Harold E. Glass, ed., Warren, Gorham and Lamont, N.Y., N.Y., 1990, pp. 31-1 through 31-11.

74) Grimm, C. and G. Rogers, "Liberalization of Railroad Policy in North America," Transportation Deregulation: An International Perspective, K. Button and D. Pitfield, eds., Macmillan, London, 1991.

75) Grimm, C. and R. Harris, "Access and Competition Policy in the U.S. Rail Freight Industry: Potential Applications to Telecommunications," Sustaining Competition in Network Industries through Regulating and Pricing Access, D. Gabel and D. Weiman, eds., Kluwer Publishing, Boston, 1998.

76) Grimm, C. and R. Windle, "Regulation and Deregulation in Surface Freight, Airlines and Telecommunications," in Regulatory Reform and Labor Markets, J. Peoples, ed., Kluwer Academic Publisher, Boston, 1998..

77) Grimm, C. and C. Winston, "Competition in the Deregulated Railroad Industry: Source, Effect and Policy Issues," in S. Peltzman and C. Winston, editors, Deregulation of Network Industries: The Next Steps, Brookings, Washington, D.C. 2000, pp. 41-72.

78) Dresner, M. and C. Grimm, "Public Policy and Logistics," in Handbook of Logistics and Supply-Chain Management, edited by A.M. Brewster, K.J. Button, and D.A. Hensher, Pergamon, Amsterdam, 2001.

PUBLICATIONS - Articles in Journals with Internal Review Boards

79) Grimm, C. and R. Harris, "The Financial Performance and Prospects of Railroads in the South and Southwest," Texas Business Review 56 (6), November/December 1982, pp. 257-262.

80) Grimm, C. and R. Harris, "Vertical Foreclosure in the Rail Freight Industry: Economic Analysis and Policy Prescriptions," ICC Practitioners' Journal 50 (5), July/August 1983, pp. 508-531.

81) Corsi, T. and C. Grimm, "Transportation Education in the 1980's: An Examination of Teaching Materials," Transportation Practitioners' Journal 52 (I), Fall 1984, pp. 27-39.

82) Grimm, C. and J. Kling, "Integrating Microcomputers into a Transportation and Logistics Curriculum," Defense Transportation Journal Vol. 44, No. 5, October 1988, pp. 14-22.

PUBLICATIONS - Articles in Proceedings (other than those listed above)

83) Grimm, C., "Public Interest Evaluation of Recent Rail Mergers," 1981 Eastern Transportation Law Seminar Papers and Proceedings, Association of ICC Practitioners, Washington, D.C., pp. 171-176.

84) Grimm, C., "Promoting Competition in the Railroad Industry: A Public Policy Analysis," Transportation Research Forum Proceedings, 1984, pp. 222-227.

85) Grimm, C. and K. Smith, "Impact of Deregulation on Railroad Strategies and Performance," Transportation Research Forum Proceedings, 1985, pp. 540-544.

86) Corsi, T., C. Grimm and R. Lundy, "ICC Exemptions of Rail Services: Summary and Evaluation," Transportation Research Forum Proceedings, 1985, pp. 86-92.

87) Corsi, T., C. Grimm and R. Smith, "Motor Carrier Strategies in a Changing Environment: An Empirical Analysis," Transportation Research Forum Proceedings, 1986, pp. 177-180.

88) Grimm, C., K. Smith and R. Blankinship, "Railroad Strategies and Performance: An Exploratory Study," 1987 Eastern Academy of Management

Proceedings, pp. 25-28.

89) Smith, E., M. Gannon, C. Grimm and G. Young, "Competitive Advantage in Diverse Industries," Proceedings of the Second Biennial High Technology Conference, University of Colorado, Boulder, Colorado, January 1990.

90) Grimm, C., "The Impact of Entry and Concentration in Australian Aviation: A Test of Contestability Theory," Transportation Research Forum Proceedings, 1992.

91) Sapienza, H. and C. Grimm, "The Importance of Founder, Start-Up Process, and Structural Variables in Entrepreneurial Firms: A Study of the Shortline Railroad Industry," Frontiers of Entrepreneurship Research, 1994.

PUBLICATIONS - Other Publications and Reports

Grimm, C., "Combining Scholarly Research with Public Policy Evaluation," ITS Review, Vol. 5, No. 2, Institute of Transportation Studies, University of California, February 1982.

Grimm, C., "Strategic Motives and Competitive Effects in Railroad Mergers: A Public Policy Analysis," Dissertation Series, Institute of Transportation Studies, University of California, August 1983 (UCB-ITS-DS-83-1).

Grimm, C., "Preserving and Promoting Rail Competition," Report to the National Industrial Transportation League, 1984.

Grimm, C., "Econometric Techniques to Estimate Rail Costs," Report to the Railroad Accounting Principles Board, General Accounting Office, Washington, D.C., October 1985.

Roberts, M., T. Corsi and C. Grimm, "Benefit-Cost Analysis of Weight Limit Exemption for Vehicles Carrying International Freight in the Route 50 Corridor," Study Prepared for the State Highway Administration, State of Maryland, February 1988.

Deregulation of Domestic Aviation: The First Year, Bureau of Transport and Communication Economics, Australian Government Publishing Service,

Canberra, Australia, 1991 (lead author).

Cambridge Systematics; Leeper, Cambridge and Campbell; T. Corsi, and C. Grimm, "A Guidebook for Forecasting Freight Transportation Demand," NCHRP Report 388, National Academy Press, Washington, D.C. 1997.

CONTRACTS AND GRANTS

Course Development Grant, Joint MS Program in Telecommunications.

University of Maryland Center for International Education and Research (CIBER) Research Award, 1991.

University of Maryland Dingman Center for Entrepreneurship Research Award, 1990.

Small Business Administration, Small Business Development Center, University of Maryland. From 1985 - 1989, Ken Smith, Martin Gannon and I received funding to establish Center for the counseling and training of small business managers. We also conducted research on strategic management of small businesses, including travel agencies and electronic firms. (Amount: \$200,000)

Department of Education Business and International Education Program. During 1988 and 1989, I was part of a team which received a two-year grant for curriculum development, research and professional outreach. The program involves collaboration with the Maryland Port Authority on research, outreach and internships. (Amount: \$110,000).

Maryland Department of Transportation. During 1987/88 I worked with Tom Corsi and Merrill Roberts on a contract to study the impact of exempting Eastern Shore export container traffic from the 80,000 pound highway weight limitation. (Amount: 35,000).

University of Maryland Grant to Integrate Computer Use into the Classroom, 1985.

University of Maryland General Research Board Summer Research Award,

1984.

CONFERENCE PAPER PRESENTATIONS

"Public Interest Evaluation of Recent Rail Mergers," presented at the 11th Association of ICC Practitioners' Eastern Transportation Law Seminar, October 1981.

"Stand-Alone Costs: Use and Abuse in Railroad Maximum Rate Determination," presented at the Eastern Economics Association Annual Meeting, March 1984 (with Philip Fanara).

"Promoting Competition in the Railroad Industry," presented at the Transportation Research Forum Annual Meeting, October 1984.

"The Politics of the Budget Deficit and the Role of Political Interest Groups," presented at the Annual Meeting of the Association for Public Policy Analysis and Management, October 1984 (with John Holcomb).

"Impact of the Staggers Act on Rates and Shipper Quality: Role of Shipper Size and Competition," presented at the American Economics Association/Transportation and Public Utilities Group Annual Meeting, December 1984 (with Ken G. Smith).

"The Effects of Railroad Mergers on Industry Performance and Productivity," Transportation Research Board Conference on Rail Productivity, University of Illinois, June 1985, (with Robert G. Harris).

"Environmental Variation, Strategic Change and Firm Performance: A Study of Railroad Deregulation," presented at the Annual Meeting of the Academy of Management, August 1985 (with Ken G. Smith).

"Management Characteristics, Strategy, and Strategic Change," presented at the Strategic Management Society Annual Meeting, Barcelona, Spain, October 1985 (with Ken G. Smith).

"Impact of Deregulation on Railroad Strategies and Performance," presented at the Transportation Research Forum Annual Meeting, November 1985 (with Ken

G. Smith).

"ICC Exemptions of Rail Services: Summary and Evaluation," presented at the Transportation Research Forum Annual Meeting, November 1985 (with Thomas M. Corsi and Robert Lundy).

"Excess Branchline Capacity in the Railroad Industry," presented at the Transportation Research Board Annual Meeting, January 1986.

"The Economics of Coal Transportation: Implications for Railroad Shipper Strategies," presented at the Transportation Research Board Annual Meeting, January 1986 (with Les Selzer and Kent Phillips).

"The Organization as a Reflection of its Top Managers: An Empirical Test," presented at the Annual Meeting of the Academy of Management, August 1986 (with Ken G. Smith).

"Motor Carrier Strategies in a Changing Environment: An Empirical Analysis," presented at the Transportation Research Forum Annual Meeting, September, 1986 (with Thomas M. Corsi and Raymond Smith).

"Shifts in Use of Owner-Operators Among LTL General Freight Carriers Since the Motor Carrier Act of 1980," presented at the Transportation Research Forum Annual Meeting, September, 1986 (with Thomas M. Corsi).

"Environmental Variation, Decision Comprehensiveness and Performance," presented at the Strategic Management Society Annual Meeting, Singapore, October, 1986 (with Ken G. Smith, Martin Gannon, and Terence Mitchell).

"Gambit and Repartee: A Theory of Competitive Action and Responses," presented at the Annual Meeting of the Academy of Management, August 1986 (with Ken G. Smith).

"The Impact of the Environment on Personnel Policies: Management Characteristics in the U.S. Railroad Industry," presented at the Annual Meeting of the Academy of Management, August 1987 (with James Guthrie and Ken G. Smith).

"Mobility Barriers in the Motor Carrier Industry," presented at the Transportation Research Forum Annual Meeting, November 1987 (with Thomas M. Corsi).

"Railroad Cost Structure - Revisited" presented at the Transportation Research Forum Annual Meeting, November 1987 (with Tony Barbera, Kent Phillips and Les Selzer).

"The Impact of Rail Rationalization on Traffic Densities: A Test of the Feeder Line Theory," presented at the Transportation Research Board Annual Meeting, January 1988 (with Les Selzer and Kent Phillips).

"Porter's Generic Strategies and Organizational Size," presented at the Strategic Management Society Annual Meeting, October 1988 (with Ken Smith).

"Predictors of Competitive Responses in the Domestic Airline Industry," presented at the Strategic Management Society Annual Meeting, October 1988 (with Ken Smith and Martin Gannon).

"ATLFs: Driving Owner-Operators into the Sunset," presented at the Transportation Research Forum Annual Meeting, November 1988 (with Thomas M. Corsi).

"Competitive Strategic Interaction: Action Characteristics as Predictors of Response," presented at the Annual Meeting of the Academy of Management, August 1989 (with Ming-Jer Chen and Ken G. Smith).

"Strategies and Performance in the Truckload General Freight Segment Before and After Deregulation," presented at the Transportation Research Forum Annual Meeting, October 1989 (with Thomas M. Corsi).

"Rivalry in the U.S. Domestic Airline Industry," presented at the Strategic Management Society Annual Meetings, October 1989 (with Ken Smith and Martin Gannon).

"Building Competitive Advantage in Diverse Industries," presented at the Boulder, Colorado Conference on the Management of the High Technology Firm, January 1990 (with Greg Young, Ken Smith, and Martin Gannon).

"Economic Effects of Surface Freight Deregulation," presented at the Transportation Research Board Annual Meeting, January 1990 (with Cliff Winston and Thomas Corsi).

"Strategies of Challenging Airlines at Hub-Dominated Airports," presented at the Transportation Research Forum Annual Meeting, October 1990 (with James Kling and Thomas M. Corsi).

"Size, Strategy, and Performance: LTL Motor Carriers," presented at the Transportation Research Board Annual Meeting, January 1991 (with Raymond Smith and Thomas Corsi).

"The Role of Firm Reputation in Competitive Interaction," presented at the Annual Meeting of the Academy of Management, August 1991 (with Leith Wain, Martin Gannon and Ken G. Smith).

"The Advantage of Size in the U.S. Trucking Industry," presented at the Transportation Research Forum Annual Meeting, November 1991 (with Carol Emerson and Thomas M. Corsi).

"The Impact of Entry and Concentration in Australian Aviation: A Test of Contestability Theory," presented at the Transportation Research Forum Annual Meeting, October 1992.

"Reevaluating Returns to Scale in Transportation," presented at the Transportation Research Forum Annual Meeting, October 1993 (with K. Xu, R. Windle and T. Corsi).

"Access and Competition Policy in the US Rail Freight Industry: Potential Applications to Telecommunications," presented at a conference on Sustaining Competition in Network Industries through Regulating and Pricing Access, CITI, Columbia University, November 1993 (with R. Harris).

"Engaging Competitors," presented to the Whitmore Conference, Dartmouth College, New Hampshire, September 1994, (with G. Young and K. Smith).

"Engaging a Rival for Competitive Advantage: Firm Resources and the Competitive Environment as Predictors of Competitive Firm Activity," presented

at the Annual Meeting of the Academy of Management, August 1994 (with G. Young, A. Schomburg and K. Smith).

"David and Goliath: Strategies for Challenging the Dominant Rival," presented at the Annual Meeting of the Academy of Management, August 1994 (with K. Smith, T. Corsi and J. Kling).

"Wealth Effects of New Product Rivalry," presented at the 14th annual international conference of the Strategic Mangement Society, Paris, September 1994 (with H. Lee, K. Smith, and A. Schomburg).

"Business Distress and a Firm's Propensity to be Rivalrous," presented at the 14th annual international conference of the Strategic Mangement Society, Paris, September 1994 (with C. MacFhionnlaioich and K. Smith).

"Industrial Organization Economics, Resource-Based Theory, and Schumpeterian Perspectives on Competitive Advantage: Toward an Action-Based Model of Advantage," presented at the Annual Meeting of the Academy of Management, August 1995 (with K. Smith).

"Strategic Groups and Rivalrous Firm Behavior: Towards a Reconciliation," presented at the Annual Meeting of the Academy of Management, August 1995 (with K. Smith and G. Young).

"Shareholder Wealth Effects of New Product Rivalry," presented at the Annual Meeting of the Academy of Management, August 1995 (with H. Lee and K. Smith).

"Creative Destruction and Competitive Dynamics: An Action-Based Study of Industry Dethronement and Market Share Erosion," presented at the Annual Meeting of the Academy of Management, August 1996 (with W. Ferrier and K. Smith).

"The Rate of International Alliance Formation: The Role of Firm Resources, Strategy, and Industry Structure," presented at the Annual Meeting of the Academy of Management, August 1996 (with G. Young and K. Smith).

"An Assessment of the Validity of Competitive Dynamics Research," presented at

the Annual Meeting of the Academy of Management, August 1996 (with G. Young, M. Becerra and K. Smith).

"The Rate of International Alliance Formation: The Role of Firm Resources, Strategy, and Industry Structure," presented at the 16th annual international conference of the Strategic Management Society, Tempe, Arizona, October 1996 (with G. Young and K. Smith).

"Performance Implications of Market and Non-Market Actions," presented at the Annual Meeting of the Academy of Management, August 1997 (with T. Quasney and B. Shaffer).

"Multimarket Contact, Resource Heterogeneity, and Rivalrous Firm Behavior," presented at the Annual Meeting of the Academy of Management, August 1997 (with G. Young and K. Smith).

"Performance Implications of Market and Non-Market Actions," presented at the Annual Meeting of the Academy of Management, August 1997 (with T. Quasney and B. Shaffer).

"Techniques of Transportation Analysis: Costs," discussant at Transport Policy and Economics Conference in Honor of John R. Meyer, Kennedy School of Government, Harvard University, September 1997.

"A Conceptual Model of Supplier-Reseller Satisfaction Perceptions in Distribution Channels," Academy of Marketing Science, Coral Gables, Florida, 1997 (with C. Emerson and R. Krapfel).

"The Impact of Financial Condition on Competitive Behavior: Towards a Reconciliation of Competing Views," presented at the Annual Meeting of the Academy of Management, August 1998 (with C. MacFhionnlaoich, W. Ferrier and K. Smith).

"Competitive Effects of Railroad Mergers," Transportation Research Forum Annual Meetings, Philadelphia, October 1998 (with J. Plaistow).

"The Canadian Experience with Competitive Access, " Transportation Research

Board Annual Meeting, January 1999.

"Predicting Order and Timing of New Product Moves: The Role of Top Management," presented at the Annual Meeting of the Academy of Management, August 1999 (with A. Srivasta, H. Lee and K. Smith).

"Competition in the Deregulated Railroad Industry: Source, Effect and Policy Issues," presented at the AEI-Brookings conference on Deregulation of Network Industries, December, 1999.

"Future of Rail Regulation," presented at the Alliance for Rail Competition Second Annual Rail Customer Forum, Washington, D.C., March 1, 2000.

"The State of Railroad Research," presented at the Transportation Research Forum Annual Meeting, Annapolis, November 2000.

"Investigating the Action Dilemma: Untangling the Relationships Between Firm Activity, Rival Activity, and Firm Performance," presented at the Annual Meeting of the Academy of Management, August 2001 (with P. Derfus and K. Smith).

Discussant, Workshop on Airline and National Strategies for Dealing with Airport and Airspace Congestion, College Park, March 2001.

Participant, Federal Railroad Administration and Surface Transportation Board Joint Roundtable on Rail Freight Industry, June 2002.

"A Schumpeterian Perspective on Innovation," presented at the Leading Through Innovation Research Conference, College Park, January 2003

"The Role of Conduct in the Structure, Conduct, Performance Relationship," presented at the Annual Meeting of the Academy of Management, August 2003 (with P. Maggitti, P. Derfus and K. Smith).

"The Impact of Market Actions on Firm Reputation," presented at the Annual Meeting of the Academy of Management, August 2003 (with D. Baseo, V. Rindova, P. Derfus and K. Smith).

"Merger Analysis in the Post-Staggers Railroad Industry," presented at a

conference on Competition Policy and Merger Analysis in Deregulated and Newly Competitive Industries, Madison Wisconsin, June 2005.

"Firm Action, Rival Action and Firm Performance: Understanding the Effect of Competitive Interdependence," presented at the Annual Meeting of the Academy of Management, August 2005 (with P. Maggitti, P. Derfus and K. Smith).

RESEARCH AWARDS

Journal of Management 2004 best paper award, for the paper determined to be the best published in 2003 in the Journal of Management.

Academy of Management 2000 best paper award, for the paper determined to be the best published in 1999 in the Academy of Management Journal.

Award for best paper, marketing channels track, Academy of Marketing Science conference, Coral Gables, Florida, 1997.

Award for the best airline paper and best paper overall, 1990 Transportation Research Forum Conference.

Plowman Award for the best paper, 1987 Transportation and Logistics Educators Conference.

Regular Common Carrier Conference Award for the best motor carrier paper, Transportation Research Forum Annual Meeting, September, 1986.

EDITORIAL AND REVIEWING ACTIVITIES

Consulting Editor (1991-1993) Journal of the Transportation Research Forum.

Editorial Review Board, Journal of Transportation Management (1993-present).

Editorial Review Board, Transportation Research – Part E (2001-present).

Editorial Review Board, Journal of the Transportation Research Forum (2001-present).

PROFESSIONAL AFFILIATIONS

American Society of Transportation and Logistics; Transportation Research Forum; American Economics Association & Transportation and Public Utilities Group; Transportation Research Board/Member, Committee on Freight Transport Regulation; Academy of Management; Strategic Planning Society.

TEACHING AND ADVISING

Courses Taught

BMGT 370 (Introduction to Transportation: also served as course coordinator)

BMGT 372 (Introduction to Logistics Management)

BMGT 476 (Computer Models in Transportation and Logistics)

BMGT 495 (Business Policy)

BMGT 670 (Economic Environment of Business)

BMGT 671 (Managerial Economics)

BMGT 770 (Transportation Theory and Analysis)

BMGT 798 (Field Studies in Industry and Competitor Analysis)

BMGT 808 (Seminar in Industrial Organization and its Application to Strategic Management)

ENTS 631 (Telecommunications Policy)

Teaching Awards

Allen J. Krowe Award for Teaching Excellence, College of Business and Management, 1988.

Selected as one of the top 15% teachers in the College of Business and Management (12 times)

Member of the Following Ph.D. Dissertation Committees

Pam Donovan (co-chair)

David Cantor (co-chair)

Victor Cheng (co-chair)

Tom Quasney (chair)

Kirk Patterson (co-chair)

Wally Ferrier (co-chair)

August Schomburg (co-chair)

Greg Young (co-chair)

Hun Lee (co-chair)
Carol Emerson (chair)
Cormac Mac Fhionnlaoich (co-chair)
Pam Derfus (co-chair)
Ayesha Malhotra
Ming Zhou
Stephanie Head
Chris Lin
Constantinos Christou
Chul Moon
Deborah Lyons
Jane Feitler
Laura Power
Ming-Jer Chen
Harry Sapienza
Jack Scarborough
James Kling
Robert Trempe
George Rubenson
Ven Sriram
Raymond Smith
Ritu Lohtia
Jason Chang
Douglas Meade
Barbara Houchen
Leith Wain
John Burgess
Douglas LaBahn
Ker-Tsung Lee
Yeon Myung Kim
Steven Chien
Chad Syverson
Eungcheol Kim
Helena Schweiger

SERVICE

Department Chair, Transportation/Logistics, Business and Public Policy (December 1994-July 2003).

Member, APAC (Campus level committee, chaired by the Provost, charged with advising the Provost on strategic and programmatic matters) 2000-present.

Member, Vice President for Administrative Affairs search committee (2002-2003).

Member, Committee to Critique MBA Program Report, 2005.

Member, Ad Hoc committee to design an EMBA program (2001-2002).

Member, MBA director search committee (2001)

Member, Provost's Committee to conduct five year review of Dean Howard Frank (2001).

Chair of Search Committee, Executive Director of the Center for Knowledge and Information Management, 1999.

Member, CRC T&P Committee, Don Riley (1998), Samer Faraj (2004), and Josh Newberg (2004); Gil Souza (2005).

Chair, Extra Merit Step for Non-Exempt Employees Committee, 1999.

Member, MBA 4th Track Committee (subcommittee of executive committee) (1996-1998).

Member, Strategic Planning Committee (subcommittee of executive committee). (1996-present)

College Workload coordinator (responsible for attending meetings with Provost and reps re: workload requirements and taking lead on filling out compliance forms).

Member, Executive Committee, Middlestates Accreditation Committee, University (Dan Fallon/Nelson Markley, Chair), Dec. 1995-1997.

Member, Faculty Composition and Development Section, AACSB Accreditation

committee (1995).

Lead College Member on Campus Committee to form and fund a Global China Institute (1995).

Chair of Search Committee, Transportation, Business and Public Policy Faculty Positions (1994-5, 1995-6, 1996-7, 1997-8, 1998-9, 1999-2000).

Member, College Strategic Planning Committee (drafted section on MBA program), 1994-1995.

Chair, MBA Oversight Committee, College of Business and Management (May 1994-Jan. 1995).

Member, MBA Oversight Committee, College of Business and Management (1992-1994).

Chair, ELM Coordinator's Committee, College of Business and Management, (1993-1994).

Member, External Communications Committee, College of Business and Management, 1994.

Chair, PR on Academic Quality Committee, 1993.

Member Technology Advancement Program Business Screening Panels (1986-1990).

Member, Faculty Grievance Hearing Board, College Park Campus (1991).

Member, College Budget Committee (1990-1991).

Member, Strategic Planning Steering Committee, and Chair, MBA Subcommittee, College of Business and Management (1989-1990).

Member, General Committee on Faculty Affairs, College Park Campus Senate (1984-1986, 1987-1988).

Elected Representative to the College Park Campus Senate (1988-1991).

Member, Graduate Committee, College of Business and Management (1987-1988).

Chairman, MBA Case Competition Subcommittee of the Graduate Committee (1987).

Faculty Assistant Coordinator, MBA/Rutgers Invitational Case Tournament (1986-1987).

Faculty Judge, MBA Case Competition, College of Business and Management (1989).

Member, Undergraduate Committee, College of Business and Management (1987-1988).

Faculty Co-Advisor, University of Maryland Transportation and Logistics Club (1985-1990).

Member, International Task Force, College of Business and Management (1986-1987).

Member, Dean's Computer Integration Task Force, College of Business and Management (1986-1988).

Participant in Planning Session for External Activities, College of Business and Management, Wye Woods (Sept. 1987).

Member of Multiple Faculty Search Committees (1985-present)

In November, 1995, I presented testimony before the United States Senate and House Committees on Small Business at a joint hearing on "Railroad Consolidation: Small Business Concerns."

In March 2004, I presented testimony to the U.S. House of Representatives Committee on Transportation and Infrastructure regarding railroad competition

legislation.

In October 2005, I provided testimony to the Surface Transportation Board on the 25th Anniversary of the Staggers Rail Act of 1980.

Faculty Profile



Dr. Curt Grimm
Dean's Professor of Supply Chain and Strategy

Ph.D., University of California, Berkeley

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College Park, MD 20742-1815
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CURRICULUM VITAE

PRESENT POSITION

Dean's Professor of Supply Chain and Strategy; R.H. Smith School of Business
University of Maryland; College Park, MD 20742.

Appointed as Assistant Professor, August, 1983

Promotion to Associate Professor, August, 1989

Promotion to Full Professor, August, 1993

Served as Department Chair from December 1994-July 2003.

EDUCATION

University of California, Berkeley Ph.D. June 1983 Economics

Major Areas: Industrial Organization, Transportation and Econometrics/Statistics.

Ph.D. Dissertation: Strategic Motives and Competitive Effects in Railroad Mergers
(Ted Keeler, Advisor)

Freiburg University, Freiburg, West Germany, Sept 1976 - July 1977 International Studies

Recipient of Rotary International Fellowship

University of Wisconsin, Madison B.A. May 1975 Economics (with Honors)

Recipient of Dean's Prize for Outstanding Scholastic Achievement, awarded to the two top College of Letters & Science graduates

PREVIOUS EMPLOYMENT

Visiting Research Fellow, Bureau of Transport and Communication Economics, Canberra, Australia, July 1991 - January 1992.

Economist, Office of Policy and Analysis, Interstate Commerce Commission, Washington, D.C., January 1981 - December 1981.

Assistant to the Chief of Intercity Transport Development, Planning Division, Wisconsin Department of Transportation, Madison, October 1977 - August 1978 and November 1975 - July 1976.

AIESEC (International Association of Students in Economics and Commerce) Trainee, Swedish State Power Board, June 1975 - September 1975.

PUBLICATIONS - Books

1) C. Winston, T. Corsi, C. Grimm and C. Evans, The Economic Effects of Surface Freight Deregulation, Brookings Institution, Washington, D.C., 1990.

2) Smith, K., C. Grimm and M. Gannon, The Dynamics of Competitive Strategy, Sage Publishing, Newbury Park, CA, 1992.

3) Grimm, C. and K. Smith, Strategy as Action: Industry Rivalry and Coordination, West's Strategic Management Series, West Publishing Company, 1997.

4) Grimm, C., H. Lee and K. Smith, Strategy as Action: Competitive Dynamics and Competitive Advantage, Oxford University Press, New York, 2006.

PUBLICATIONS - Articles in Refereed Journals

5) Grimm, C. and R. Harris, "Structural Economics of the U.S. Rail Freight Industry: Concepts, Evidence, and Merger Policy Implications," Transportation Research Vol. 17A, No. 4, 1983, pp. 271-281.

- 6) Grimm, C., "An Evaluation of Economic Issues in the UP-MP-WP Railroad Merger," Logistics and Transportation Review Vol. 20-3, 1984, pp. 239-259.
- 7) Fanara, P. and C. Grimm, "Stand-Alone Costs: Use and Abuse in Determining Maximum U.S. Railroad Rates," Transportation Research Vol. 19A, No. 4, July 1985, pp. 297-303.
- 8) Grimm, C. and R. Harris, "The Effects of Railroad Mergers on Industry Performance and Productivity," Transportation Research Record 1029, 1985, pp. 9-17.
- 9) Grimm, C., K. Phillips and L. Selzer, "The Economics of Coal Transportation: Implications for Railroad and Shipper Strategies," Transportation Research Record 1061, 1985, pp. 14-26.
- 10) Grimm, C. and K. Smith, "The Impact of Rail Regulatory Reform on Rates, Service Quality, and Management Performance: A Shipper Perspective," Logistics and Transportation Review Vol. 22-1, 1986, pp. 57-68.
- 11) Grimm, C., "Excess Branch Line Capacity in the U.S. Railroad Industry: A Simulation Model Approach," Logistics and Transportation Review Vol. 22-3, 1986, pp. 223-240.
- 12) Barbera, A., C. Grimm, K. Phillips, and L. Selzer, "Railroad Cost Structure - Revisited," Journal of the Transportation Research Forum Vol. 28, No. 1, 1987, pp. 237-244.
- 13) Corsi, T. and C. Grimm, "Changes in Owner-Operation Use, 1977-1985: Implications for Management Strategy," Transportation Journal Vol. 26-3, Spring 1987, pp. 4-16.
- 14) Smith, K. and C. Grimm, "Environmental Variation, Strategic Change and Firm Performance: A Study of Railroad Deregulation," Strategic Management Journal Vol. 8-4, July/August 1987, pp. 363-376.
- 15) Grimm, C., J. Kling and K. Smith, "The Impact of U.S. Rail Regulatory Reform on Railroad Management and Organizational Structure," Transportation Research Vol 21A, No. 2, March 1987, pp. 87-94.
- 16) Corsi, T. and C. Grimm, "Mobility Barriers in the Motor Carrier Industry," Journal of the Transportation Research Forum Vol. 28, No. 1, 1987, pp. 302-309.
- 17) Kling, J. and C. Grimm, "Microcomputer Use in Transportation and Logistics: A Literature Review with Implications for Educators," Journal of Business Logistics Vol. 9, No. 1, 1988, pp. 1-18 (also published in the Proceedings of the 1987 Transportation and Logistics Educators Conference).
- 18) Grimm, C. and R. Harris, "A Qualitative Choice Analysis of Rail Routings: Implications for Vertical Foreclosure

and Competition Policy," Logistics and Transportation Review Vol. 24, No. 1, March 1988, pp. 49-67.

19) Smith, K., M. Gannon, C. Grimm, and T. Mitchell, "Decision Making Behavior in Smaller Entrepreneurial and Larger Professionally Managed Firms," Journal of Business Venturing Vol. 3, No. 3, Summer 1988, pp. 223-232 (earlier version published in 1987 Southern Academy of Management Proceedings).

20) Grimm, C., K. Phillips and L. Selzer, "The Impact of Rail Rationalization on Traffic Densities," Transportation Research Record 1177, 1988, pp. 1-5.

21) Grimm, C., K. G. Smith, M. Gannon and K. A. Smith, "The Importance of Strategic Planning in the Wake of Deregulation: A Study of the Travel Agent Industry," Journal of the Transportation Research Forum Vol. 29, No. 1, 1988, pp. 44-49.

22) Smith, K., C. Grimm, M. Chen and M. Gannon, "Predictors of Response Time to Competitive Strategic Actions: Preliminary Theory and Evidence," Journal of Business Research 18, 1989, pp. 245-258.

23) Corsi, T. and C. Grimm, "ATLFs: Driving Owner-Operators into the Sunset," Journal of the Transportation Research Forum Vol. 29, No. 2, 1989, pp. 285-290.

24) Grimm, C. and T. Corsi and J. Jarrell, "U.S. Motor Carrier Cost Structure under Deregulation," Logistics and Transportation Review Vol. 25, No. 2, Sept 1989, pp. 231-250.

25) Grimm, C., K. Smith and R. Blankinship, "Post-Deregulatory Strategic Performance of the Railroad Industry," Journal of Business Strategies Vol. 6, No. 1, Spring 1989. pp. 33-41.

26) Corsi, T. and C. Grimm, "Strategies and Performance in the Truckload General Freight Segment Before and After Deregulation," Journal of the Transportation Research Forum Vol. 30, No. 1, 1989, pp. 92-97.

27) Smith, R., T. Corsi and C. Grimm, "Motor Carrier Strategies and Performance," Transportation Research Vol. 24A, No. 3, May 1990, pp. 201-210.

28) Kling, J., C. Grimm and T. Corsi, "Hub-Dominated Airports: An Empirical Assessment of Challenger Strategies," The Logistics and Transportation Review Vol. 27, No. 3, 1991.

29) Grimm, C. and K. Smith, "Management and Organizational Change: A Note on the Railroad Industry," Strategic Management Journal Vol 12, 1991, pp. 557-562.

30) Smith, K. and C. Grimm, "A Communication Model of Competitive Response Timing," Journal of Management

17(1), 1991, pp. 5-23.

31) Corsi, T., C. Grimm, K. Smith and R. Smith, "Deregulation, Strategic Change, and Firm Performance Among LTL Motor Carriers," Transportation Journal Vol. 31, No. 1, 1991, pp. 4-13.

32) Smith, K., C. Grimm, M. Gannon, and M. Chen, "Organizational Information Processing, Competitive Responses and Performance in the U.S. Domestic Airline Industry," Academy of Management Journal 34(1), 1991 pp. 60-85.

33) Kling, J., C. Grimm and T. Corsi, "Strategies of Challenging Airlines at Hub-Dominated Airports," Journal of the Transportation Research Forum Vol. 31, No. 2, 1991, pp. 359-370.

34) Guthrie, J., C. Grimm, and K. Smith, "Environmental Change and the Top Management Teams," Journal of Management Vol. 17, No. 4, 1991, pp. 735-748.

35) Smith, R., T. Corsi, C. Grimm, and K. Smith, "The Impact of LTL Motor Carrier Size on Strategy and Performance," Logistics and Transportation Review Vol. 28, No. 2, 1992, pp. 129-145.

36) Emerson, C., C. Grimm and T. Corsi, "The Advantage of Size in the U.S. Trucking Industry: An Application of the Survivor Technique," Journal of the Transportation Research Forum, 1992, Vol. 32, No. 2, pp. 369-378.

37) Chen, M., K. Smith and C. Grimm, "Action Characteristics as Predictors of Competitive Responses," Management Science Vol. 38, No. 3, 1992, pp. 439-455.

38) Gannon, M., K. Smith and C. Grimm, "An Organizational Information-Processing Profile of First-Movers," Journal of Business Research 25, 1992, pp. 231-241.

39) Corsi, T., C. Grimm and J. Feitler, "The Impact of Deregulation on LTL Motor Carriers: Size, Structure, and Organization," Transportation Journal Vol. 32, No. 2, 1992, pp. 24-31.

40) Grimm, C., C. Winston and C. Evans, "Foreclosure of Railroad Markets: A Test of Chicago Leverage Theory," Journal of Law and Economics Vol. XXXV, October 1992, pp. 295-310.

41) Grimm, C., T. Corsi, and R. Smith, "Determinants of Strategic Change: A Discrete Choice Analysis," Transportation Journal Vol. 32, No. 4, 1993, pp. 56-62.

42) Grimm, C., and H. Sapienza, "Determinants of Shortline Railroad Performance," Transportation Journal Vol. 32, No. 3, 1993, pp. 5-13.

- 43) Grimm, C., and H. Milloy, "Australian Domestic Aviation Deregulation: Impacts and Implications," Logistics and Transportation Review, Vol. 29, No. 3, 1993, pp. 259-273.
- 44) Guthrie, J., C. Grimm and K. Smith, "Environmental Change and Management Staffing: A Reply," Journal of Management Vol. 19, No. 4, 1993, pp. 889-896.
- 45) Xu, K., R. Windle, C. Grimm and T. Corsi, "Reevaluating Returns to Scale in Transportation," Journal of Transport Economics and Policy, September, 1994, pp. 275-286.
- 46) Schomburg, A., C. Grimm and K. Smith, "Avoiding New Product Warfare: The Role of Industry Structure," Advances in Strategic Management, P. Shrivastava, A. Huff and J. Dutton, eds, JAI Press, Vol. 10B, 1994, pp. 145-173.
- 47) Young, G., K. Smith and C. Grimm, "Austrian and Industrial Organization Perspectives on Firm-Level Competitive Activity and Performance," Organization Science, Vol. 7, No. 3, May-June 1996, pp. 243-254.
- 48) Emerson, C. and C. Grimm, "Logistics and Marketing Components of Customer Service: An Empirical Test of the Mentzer, Gomes and Krapfel Model," International Journal of Physical Distribution and Logistics Management Vol. 26, No. 8, 1996, pp. 29-42.
- 49) Smith, K, G. Young, M. Becerra, and C. Grimm, "An Assessment of the Validity of Competitive Dynamics Research," Best Paper Proceedings, Academy of Management, August, 1996.
- 50) Sapienza, H. and C. Grimm, "Founder Characteristics, Start-Up Process and Strategy/Structure Variables as Predictors of Shortline Railroad Performance," Entrepreneurship Theory and Practice Vol. 22, No. 1, Fall, 1997.
- 51) Feitler, J., T. Corsi and C. Grimm, "Measuring Firm Strategic Change in the Regulated and Deregulated Motor Carrier Industry: An Eighteen Year Evaluation," The Logistics and Transportation Review Vol. 33E, No. 3, September 1997.
- 52) Smith, K., C. Grimm, G. Young and S. Wally, "Strategic Groups and Rivalrous Firm Behavior," Strategic Management Journal Vol. 18, No. 2, February 1997.
- 53) Young, G., K. Smith, and C. Grimm, "Multimarket Contact, Resource Heterogeneity, and Rivalrous Firm Behaviour," Best Paper Proceedings, Academy of Management, August 1997.
- 54) Feitler, J., T. Corsi and C. Grimm, "Strategic and Performance Changes Among LTL Motor Carriers,"

Transportation Journal, Vol. 37, No. 4, pp. 5-12, Summer 1998.

55) Emerson, C. and C. Grimm, "The Relative Importance of Logistics and Marketing Customer Service: A Strategic Perspective," Journal of Business Logistics Vol. 19, No. 1, 1998, pp. 29-42.

56) Ferrier, W., K. Smith and C. Grimm, "The Role of Competitive Action in Market Share Erosion and Industry Dethronement: A Study of Industry Leaders and Challengers," Academy of Management Journal Vol. 42, No. 4, pp. 372-388, August 1999. **WINNER OF AWARD FOR BEST PAPER PUBLISHED IN ACADEMY OF MANAGEMENT JOURNAL IN 1999.**

57) Grimm, C and J. Plaistow, "Competitive Effects of Railroad Mergers," Journal of the Transportation Research Forum Vol. 38, No. 1, pp. 64-75, 1999.

58) Lee, H., K. Smith, C. Grimm and A. Schomburg, "Timing, Order and Durability of New Product Advantages with Imitation," Strategic Management Journal Vol. 21-1, 2000, pp. 23-30.

59) Carter, C., R. Kale and C. Grimm, "Environmental Purchasing and Firm Performance," Transportation Research Part E: Logistics and Transportation Review, Vol. 36, 2000, pp. 219-228.

60) Young, G., K. Smith, C. Grimm and D. Simon, "Multimarket Contact and Resource Heterogeneity: A Competitive Dynamic Perspective," Journal of Management 26 (6), 2000, 1217-1236.

61) Shaffer, B. T. Quasney and C. Grimm, "Firm Level Performance Implications of Nonmarket Actions," Business and Society Vol. 39, No. 2, June 2000.

62) Johnson, C., R. Krapfel, Jr. and C. Grimm, "A Contingency Model of Supplier-Reseller Satisfaction Perceptions in Distribution Channels," Journal of Marketing Channels Vol. 8, No. ½ 2001, pp. 65-90.

63) Smith, K, C. Grimm and W. Ferrier, "King of the Hill: Dethroning the Industry Leader," Academy of Management Executive, Vol. 15, Number 2, May 2001, pp. 59-70.

64) Ferrier, W., C. MacFhionnlaich, K. Smith and C. Grimm, "The Impact of Performance Distress on Aggressive Competitive Behavior: A Reconciliation of Conflicting Views" Managerial & Decision Economics, Special Issue on "The Dynamics, Context, and Consequences of Strategy" Vol. 23, Issue 4-5, 2002, pp. 301-316).

65) Patterson, K., C. Grimm and T. Corsi, "Adopting New Technologies for Supply Chain Management," Transportation Research Part E: Logistics and Transportation Review Vol. 39E, No. 2, March 2003, pp. 95-121.

66) Lee, H., Smith, K. G. & Grimm, C. M. "The Effect of New Product Radicality and Scope on the Extent and Speed of Innovation Diffusion." Journal of Management, Vol. 29 (5), October 2003, pp. 753-768. **WINNER OF AWARD FOR BEST PAPER PUBLISHED IN JOURNAL OF MANAGEMENT IN 2003.**

67) Patterson, K., C. Grimm and T. Corsi, "Diffusion of Supply Chain Technologies," Transportation Journal, Vol. 43, No. 3, Summer 2004, pp. 5-23.

68) L. Cheng and C. Grimm, "The Application of Empirical Strategic Management Research to Supply Chain Management," Journal of Business Logistics (forthcoming).

69) D. Basdeo, K. Smith, C. Grimm, V. Rindova and P. Derfus, "The Impact of Market Actions on Firm Reputation" Strategic Management Journal (forthcoming).

PUBLICATIONS - Articles in Edited Volumes

70) Grimm, C., "Horizontal Competitive Effects in Railroad Mergers," Research in Transportation Economics, Vol. 2, Theodore E. Keeler, editor, JAI Press, 1985, pp. 27-53.

71) Harris, R. and C. Grimm, "Revitalization of the U.S. Rail Freight Industry: An Organizational Perspective," International Railway Economics, K.J. Button and D.E. Pitfield eds., Gower Publishing Company, 1985, pp. 49-84.

72) Grimm, C. and J. Holcomb, "Choices Among Encompassing Organizations: Business and the Budget Deficit," Business Strategy and Public Policy, David Beam, Al Kaufman, and Alfred Marcus, eds., Quorum Books, New York, 1987, pp. 105-118.

73) Smith, K., C. Grimm, and M. Gannon, "Competitive Moves and Responses Among High Technology Firms," Handbook of Business Strategy: 1989-1990, Harold E. Glass, ed., Warren, Gorham and Lamont, N.Y., N.Y., 1990, pp. 31-1 through 31-11.

74) Grimm, C. and G. Rogers, "Liberalization of Railroad Policy in North America," Transportation Deregulation: An International Perspective, K. Button and D. Pitfield, eds., Macmillan, London, 1991.

75) Grimm, C. and R. Harris, "Access and Competition Policy in the U.S. Rail Freight Industry: Potential Applications to Telecommunications," Sustaining Competition in Network Industries through Regulating and Pricing Access, D. Gabel and D. Weiman, eds., Kluwer Publishing, Boston, 1998.

76) Grimm, C. and R. Windle, "Regulation and Deregulation in Surface Freight, Airlines and Telecommunications," in

Regulatory Reform and Labor Markets, J. Peoples, ed., Kluwer Academic Publisher, Boston, 1998..

77) Grimm, C. and C. Winston, "Competition in the Deregulated Railroad Industry: Source, Effect and Policy Issues," in S. Peltzman and C. Winston, editors, Deregulation of Network Industries: The Next Steps, Brookings, Washington, D.C. 2000, pp. 41-72.

78) Dresner, M. and C. Grimm, "Public Policy and Logistics," in Handbook of Logistics and Supply-Chain Management, edited by A.M. Brewster, K.J. Button, and D.A. Hensher, Pergamon, Amsterdam, 2001.

PUBLICATIONS - Articles in Journals with Internal Review Boards

79) Grimm, C. and R. Harris, "The Financial Performance and Prospects of Railroads in the South and Southwest," Texas Business Review 56 (6), November/December 1982, pp. 257-262.

80) Grimm, C. and R. Harris, "Vertical Foreclosure in the Rail Freight Industry: Economic Analysis and Policy Prescriptions," ICC Practitioners' Journal 50 (5), July/August 1983, pp. 508-531.

81) Corsi, T. and C. Grimm, "Transportation Education in the 1980's: An Examination of Teaching Materials," Transportation Practitioners' Journal 52 (1), Fall 1984, pp. 27-39.

82) Grimm, C. and J. Kling, "Integrating Microcomputers into a Transportation and Logistics Curriculum," Defense Transportation Journal Vol. 44, No. 5, October 1988, pp. 14-22.

PUBLICATIONS - Articles in Proceedings (other than those listed above)

83) Grimm, C., "Public Interest Evaluation of Recent Rail Mergers," 1981 Eastern Transportation Law Seminar Papers and Proceedings, Association of ICC Practitioners, Washington, D.C., pp. 171-176.

84) Grimm, C., "Promoting Competition in the Railroad Industry: A Public Policy Analysis," Transportation Research Forum Proceedings, 1984, pp. 222-227.

85) Grimm, C. and K. Smith, "Impact of Deregulation on Railroad Strategies and Performance," Transportation Research Forum Proceedings, 1985, pp. 540-544.

86) Corsi, T., C. Grimm and R. Lundy, "ICC Exemptions of Rail Services: Summary and Evaluation," Transportation Research Forum Proceedings, 1985, pp. 86-92.

87) Corsi, T., C. Grimm and R. Smith, "Motor Carrier Strategies in a Changing Environment: An Empirical Analysis,"

Transportation Research Forum Proceedings, 1986, pp. 177-180.

88) Grimm, C., K. Smith and R. Blankinship, "Railroad Strategies and Performance: An Exploratory Study," 1987 Eastern Academy of Management Proceedings, pp. 25-28.

89) Smith, E., M. Gannon, C. Grimm and G. Young, "Competitive Advantage in Diverse Industries," Proceedings of the Second Biennial High Technology Conference, University of Colorado, Boulder, Colorado, January 1990.

90) Grimm, C., "The Impact of Entry and Concentration in Australian Aviation: A Test of Contestability Theory," Transportation Research Forum Proceedings, 1992.

91) Sapienza, H. and C. Grimm, "The Importance of Founder, Start-Up Process, and Structural Variables in Entrepreneurial Firms: A Study of the Shortline Railroad Industry," Frontiers of Entrepreneurship Research, 1994.

PUBLICATIONS - Other Publications and Reports

Grimm, C., "Combining Scholarly Research with Public Policy Evaluation," ITS Review, Vol. 5, No. 2, Institute of Transportation Studies, University of California, February 1982.

Grimm, C., "Strategic Motives and Competitive Effects in Railroad Mergers: A Public Policy Analysis," Dissertation Series, Institute of Transportation Studies, University of California, August 1983 (UCB-ITS-DS-83-1).

Grimm, C., "Preserving and Promoting Rail Competition," Report to the National Industrial Transportation League, 1984.

Grimm, C., "Econometric Techniques to Estimate Rail Costs," Report to the Railroad Accounting Principles Board, General Accounting Office, Washington, D.C., October 1985.

Roberts, M., T. Corsi and C. Grimm, "Benefit-Cost Analysis of Weight Limit Exemption for Vehicles Carrying International Freight in the Route 50 Corridor," Study Prepared for the State Highway Administration, State of Maryland, February 1988.

Deregulation of Domestic Aviation: The First Year, Bureau of Transport and Communication Economics, Australian Government Publishing Service, Canberra, Australia, 1991 (lead author).

Cambridge Systematics; Leeper, Cambridge and Campbell; T. Corsi, and C. Grimm, "A Guidebook for Forecasting Freight Transportation Demand," NCHRP Report 388, National Academy Press, Washington, D.C. 1997.

CONTRACTS AND GRANTS

Course Development Grant, Joint MS Program in Telecommunications.

University of Maryland Center for International Education and Research (CIBER) Research Award, 1991.

University of Maryland Dingman Center for Entrepreneurship Research Award, 1990.

Small Business Administration, Small Business Development Center, University of Maryland. From 1985 - 1989, Ken Smith, Martin Gannon and I received funding to establish Center for the counseling and training of small business managers. We also conducted research on strategic management of small businesses, including travel agencies and electronic firms. (Amount: \$200,000)

Department of Education Business and International Education Program. During 1988 and 1989, I was part of a team which received a two-year grant for curriculum development, research and professional outreach. The program involves collaboration with the Maryland Port Authority on research, outreach and internships. (Amount: \$110,000).

Maryland Department of Transportation. During 1987/88 I worked with Tom Corsi and Merrill Roberts on a contract to study the impact of exempting Eastern Shore export container traffic from the 80,000 pound highway weight limitation. (Amount: 35,000).

University of Maryland Grant to Integrate Computer Use into the Classroom, 1985.

University of Maryland General Research Board Summer Research Award, 1984.

CONFERENCE PAPER PRESENTATIONS

"Public Interest Evaluation of Recent Rail Mergers," presented at the 11th Association of ICC Practitioners' Eastern Transportation Law Seminar, October 1981.

"Stand-Alone Costs: Use and Abuse in Railroad Maximum Rate Determination," presented at the Eastern Economics Association Annual Meeting, March 1984 (with Philip Fanara).

"Promoting Competition in the Railroad Industry," presented at the Transportation Research Forum Annual Meeting, October 1984.

"The Politics of the Budget Deficit and the Role of Political Interest Groups," presented at the Annual Meeting of the Association for Public Policy Analysis and Management, October 1984 (with John Holcomb).

"Impact of the Staggers Act on Rates and Shipper Quality: Role of Shipper Size and Competition," presented at the American Economics Association/Transportation and Public Utilities Group Annual Meeting, December 1984 (with Ken G. Smith).

"The Effects of Railroad Mergers on Industry Performance and Productivity," Transportation Research Board Conference on Rail Productivity, University of Illinois, June 1985, (with Robert G. Harris).

"Environmental Variation, Strategic Change and Firm Performance: A Study of Railroad Deregulation," presented at the Annual Meeting of the Academy of Management, August 1985 (with Ken G. Smith).

"Management Characteristics, Strategy, and Strategic Change," presented at the Strategic Management Society Annual Meeting, Barcelona, Spain, October 1985 (with Ken G. Smith).

"Impact of Deregulation on Railroad Strategies and Performance," presented at the Transportation Research Forum Annual Meeting, November 1985 (with Ken G. Smith).

"ICC Exemptions of Rail Services: Summary and Evaluation," presented at the Transportation Research Forum Annual Meeting, November 1985 (with Thomas M. Corsi and Robert Lundy).

"Excess Branchline Capacity in the Railroad Industry," presented at the Transportation Research Board Annual Meeting, January 1986.

"The Economics of Coal Transportation: Implications for Railroad Shipper Strategies," presented at the Transportation Research Board Annual Meeting, January 1986 (with Les Selzer and Kent Phillips).

"The Organization as a Reflection of its Top Managers: An Empirical Test," presented at the Annual Meeting of the Academy of Management, August 1986 (with Ken G. Smith).

"Motor Carrier Strategies in a Changing Environment: An Empirical Analysis," presented at the Transportation Research Forum Annual Meeting, September, 1986 (with Thomas M. Corsi and Raymond Smith).

"Shifts in Use of Owner-Operators Among LTL General Freight Carriers Since the Motor Carrier Act of 1980," presented at the Transportation Research Forum Annual Meeting, September, 1986 (with Thomas M. Corsi).

"Environmental Variation, Decision Comprehensiveness and Performance," presented at the Strategic Management Society Annual Meeting, Singapore, October, 1986 (with Ken G. Smith, Martin Gannon, and Terence Mitchell).

"Gambit and Repartee: A Theory of Competitive Action and Responses," presented at the Annual Meeting of the

Academy of Management, August 1986 (with Ken G. Smith).

"The Impact of the Environment on Personnel Policies: Management Characteristics in the U.S. Railroad Industry," presented at the Annual Meeting of the Academy of Management, August 1987 (with James Guthrie and Ken G. Smith).

"Mobility Barriers in the Motor Carrier Industry," presented at the Transportation Research Forum Annual Meeting, November 1987 (with Thomas M. Corsi).

"Railroad Cost Structure - Revisited" presented at the Transportation Research Forum Annual Meeting, November 1987 (with Tony Barbera, Kent Phillips and Les Selzer).

"The Impact of Rail Rationalization on Traffic Densities: A Test of the Feeder Line Theory," presented at the Transportation Research Board Annual Meeting, January 1988 (with Les Selzer and Kent Phillips).

"Porter's Generic Strategies and Organizational Size," presented at the Strategic Management Society Annual Meeting, October 1988 (with Ken Smith).

"Predictors of Competitive Responses in the Domestic Airline Industry," presented at the Strategic Management Society Annual Meeting, October 1988 (with Ken Smith and Martin Gannon).

"ATLFs: Driving Owner-Operators into the Sunset," presented at the Transportation Research Forum Annual Meeting, November 1988 (with Thomas M. Corsi).

"Competitive Strategic Interaction: Action Characteristics as Predictors of Response," presented at the Annual Meeting of the Academy of Management, August 1989 (with Ming-Jer Chen and Ken G. Smith).

"Strategies and Performance in the Truckload General Freight Segment Before and After Deregulation," presented at the Transportation Research Forum Annual Meeting, October 1989 (with Thomas M. Corsi).

"Rivalry in the U.S. Domestic Airline Industry," presented at the Strategic Management Society Annual Meetings, October 1989 (with Ken Smith and Martin Gannon).

"Building Competitive Advantage in Diverse Industries," presented at the Boulder, Colorado Conference on the Management of the High Technology Firm, January 1990 (with Greg Young, Ken Smith, and Martin Gannon).

"Economic Effects of Surface Freight Deregulation," presented at the Transportation Research Board Annual

Meeting, January 1990 (with Cliff Winston and Thomas Corsi).

"Strategies of Challenging Airlines at Hub-Dominated Airports," presented at the Transportation Research Forum Annual Meeting, October 1990 (with James Kling and Thomas M. Corsi).

"Size, Strategy, and Performance: LTL Motor Carriers," presented at the Transportation Research Board Annual Meeting, January 1991 (with Raymond Smith and Thomas Corsi).

"The Role of Firm Reputation in Competitive Interaction," presented at the Annual Meeting of the Academy of Management, August 1991 (with Leith Wain, Martin Gannon and Ken G. Smith).

"The Advantage of Size in the U.S. Trucking Industry," presented at the Transportation Research Forum Annual Meeting, November 1991 (with Carol Emerson and Thomas M. Corsi).

"The Impact of Entry and Concentration in Australian Aviation: A Test of Contestability Theory," presented at the Transportation Research Forum Annual Meeting, October 1992.

"Reevaluating Returns to Scale in Transportation," presented at the Transportation Research Forum Annual Meeting, October 1993 (with K. Xu, R. Windle and T. Corsi).

"Access and Competition Policy in the US Rail Freight Industry: Potential Applications to Telecommunications," presented at a conference on Sustaining Competition in Network Industries through Regulating and Pricing Access, CITI, Columbia University, November 1993 (with R. Harris).

"Engaging Competitors," presented to the Whitmore Conference, Dartmouth College, New Hampshire, September 1994, (with G. Young and K. Smith).

"Engaging a Rival for Competitive Advantage: Firm Resources and the Competitive Environment as Predictors of Competitive Firm Activity," presented at the Annual Meeting of the Academy of Management, August 1994 (with G. Young, A. Schomburg and K. Smith).

"David and Goliath: Strategies for Challenging the Dominant Rival," presented at the Annual Meeting of the Academy of Management, August 1994 (with K. Smith, T. Corsi and J. Kling).

"Wealth Effects of New Product Rivalry," presented at the 14th annual international conference of the Strategic Management Society, Paris, September 1994 (with H. Lee, K. Smith, and A. Schomburg).

"Business Distress and a Firm's Propensity to be Rivalrous," presented at the 14th annual international conference of

the Strategic Management Society, Paris, September 1994 (with C. MacFhionnlaoich and K. Smith).

"Industrial Organization Economics, Resource-Based Theory, and Schumpeterian Perspectives on Competitive Advantage: Toward an Action-Based Model of Advantage," presented at the Annual Meeting of the Academy of Management, August 1995 (with K. Smith).

"Strategic Groups and Rivalrous Firm Behavior: Towards a Reconciliation," presented at the Annual Meeting of the Academy of Management, August 1995 (with K. Smith and G. Young).

"Shareholder Wealth Effects of New Product Rivalry," presented at the Annual Meeting of the Academy of Management, August 1995 (with H. Lee and K. Smith).

"Creative Destruction and Competitive Dynamics: An Action-Based Study of Industry Dethronement and Market Share Erosion," presented at the Annual Meeting of the Academy of Management, August 1996 (with W. Ferrier and K. Smith).

"The Rate of International Alliance Formation: The Role of Firm Resources, Strategy, and Industry Structure," presented at the Annual Meeting of the Academy of Management, August 1996 (with G. Young and K. Smith).

"An Assessment of the Validity of Competitive Dynamics Research," presented at the Annual Meeting of the Academy of Management, August 1996 (with G. Young, M. Becerra and K. Smith).

"The Rate of International Alliance Formation: The Role of Firm Resources, Strategy, and Industry Structure," presented at the 16th annual international conference of the Strategic Management Society, Tempe, Arizona, October 1996 (with G. Young and K. Smith).

"Performance Implications of Market and Non-Market Actions," presented at the Annual Meeting of the Academy of Management, August 1997 (with T. Quasney and B. Shaffer).

"Multimarket Contact, Resource Heterogeneity, and Rivalrous Firm Behavior," presented at the Annual Meeting of the Academy of Management, August 1997 (with G. Young and K. Smith).

"Performance Implications of Market and Non-Market Actions," presented at the Annual Meeting of the Academy of Management, August 1997 (with T. Quasney and B. Shaffer).

"Techniques of Transportation Analysis: Costs," discussant at Transport Policy and Economics Conference in Honor of John R. Meyer, Kennedy School of Government, Harvard University, September 1997.

"A Conceptual Model of Supplier-Reseller Satisfaction Perceptions in Distribution Channels," Academy of Marketing Science, Coral Gables, Florida, 1997 (with C. Emerson and R. Krapfel).

"The Impact of Financial Condition on Competitive Behavior: Towards a Reconciliation of Competing Views," presented at the Annual Meeting of the Academy of Management, August 1998 (with C. MacFhionnlaioich, W. Ferrier and K. Smith).

"Competitive Effects of Railroad Mergers," Transportation Research Forum Annual Meetings, Philadelphia, October 1998 (with J. Plaistow).

"The Canadian Experience with Competitive Access," Transportation Research Board Annual Meeting, January 1999.

"Predicting Order and Timing of New Product Moves: The Role of Top Management," presented at the Annual Meeting of the Academy of Management, August 1999 (with A. Srivasta, H. Lee and K. Smith).

"Competition in the Deregulated Railroad Industry: Source, Effect and Policy Issues," presented at the AEI-Brookings conference on Deregulation of Network Industries, December, 1999.

"Future of Rail Regulation," presented at the Alliance for Rail Competition Second Annual Rail Customer Forum, Washington, D.C., March 1, 2000.

"The State of Railroad Research," presented at the Transportation Research Forum Annual Meeting, Annapolis, November 2000.

"Investigating the Action Dilemma: Untangling the Relationships Between Firm Activity, Rival Activity, and Firm Performance," presented at the Annual Meeting of the Academy of Management, August 2001 (with P. Derfus and K. Smith).

Discussant, Workshop on Airline and National Strategies for Dealing with Airport and Airspace Congestion, College Park, March 2001.

Participant, Federal Railroad Administration and Surface Transportation Board Joint Roundtable on Rail Freight Industry, June 2002.

"A Schumpeterian Perspective on Innovation," presented at the Leading Through Innovation Research Conference, College Park, January 2003

"The Role of Conduct in the Structure, Conduct, Performance Relationship," presented at the Annual Meeting of the Academy of Management, August 2003 (with P. Maggitti, P. Derfus and K. Smith).

"The Impact of Market Actions on Firm Reputation," presented at the Annual Meeting of the Academy of Management, August 2003 (with D. Baseo, V. Rindova, P. Derfus and K. Smith).

"Merger Analysis in the Post-Staggers Railroad Industry," presented at a conference on Competition Policy and Merger Analysis in Deregulated and Newly Competitive Industries, Madison Wisconsin, June 2005.

"Firm Action, Rival Action and Firm Performance: Understanding the Effect of Competitive Interdependence," presented at the Annual Meeting of the Academy of Management, August 2005 (with P. Maggitti, P. Derfus and K. Smith).

RESEARCH AWARDS

Journal of Management 2004 best paper award, for the paper determined to be the best published in 2003 in the Journal of Management.

Academy of Management 2000 best paper award, for the paper determined to be the best published in 1999 in the Academy of Management Journal.

Award for best paper, marketing channels track, Academy of Marketing Science conference, Coral Gables, Florida, 1997.

Award for the best airline paper and best paper overall, 1990 Transportation Research Forum Conference.

Plowman Award for the best paper, 1987 Transportation and Logistics Educators Conference.

Regular Common Carrier Conference Award for the best motor carrier paper, Transportation Research Forum Annual Meeting, September, 1986.

EDITORIAL AND REVIEWING ACTIVITIES

Consulting Editor (1991-1993) Journal of the Transportation Research Forum.

Editorial Review Board, Journal of Transportation Management (1993-present).

Editorial Review Board, Transportation Research – Part E (2001-present).

Editorial Review Board, Journal of the Transportation Research Forum (2001-present).

PROFESSIONAL AFFILIATIONS

American Society of Transportation and Logistics; Transportation Research Forum; American Economics Association & Transportation and Public Utilities Group; Transportation Research Board/Member, Committee on Freight Transport Regulation; Academy of Management; Strategic Planning Society.

TEACHING AND ADVISING

Courses Taught

BMGT 370 (Introduction to Transportation: also served as course coordinator)

BMGT 372 (Introduction to Logistics Management)

BMGT 476 (Computer Models in Transportation and Logistics)

BMGT 495 (Business Policy)

BMGT 670 (Economic Environment of Business)

BMGT 671 (Managerial Economics)

BMGT 770 (Transportation Theory and Analysis)

BMGT 798 (Field Studies in Industry and Competitor Analysis)

BMGT 808 (Seminar in Industrial Organization and its Application to Strategic Management)

ENTS 631 (Telecommunications Policy)

Teaching Awards

Allen J. Krowe Award for Teaching Excellence, College of Business and Management, 1988.

Selected as one of the top 15% teachers in the College of Business and Management (12 times)

Member of the Following Ph.D. Dissertation Committees

Pam Donovan (co-chair)

David Cantor (co-chair)

Victor Cheng (co-chair)

Tom Quasney (chair)

Kirk Patterson (co-chair)

Wally Ferrier (co-chair)

August Schomburg (co-chair)

Greg Young (co-chair)

Hun Lee (co-chair)

Carol Emerson (chair)

Cormac Mac Fhionnlaioich (co-chair)

Pam Derfus (co-chair)

Ayesha Malhotra

Ming Zhou

Stephanie Head

Chris Lin

Constantinos Christou

Chul Moon

Deborah Lyons

Jane Feitler

Laura Power

Ming-Jer Chen

Harry Sapienza

Jack Scarborough

James Kling

Robert Trempe

George Rubenson

Ven Sriram

Raymond Smith

Ritu Lohtia

Jason Chang

Douglas Meade

Barbara Houchen

Leith Wain

John Burgess

Douglas LaBahn

Ker-Tsung Lee

Yeon Myung Kim

Steven Chien

Chad Syverson

Eungcheol Kim

Helena Schweiger

SERVICE

Department Chair, Transportation/Logistics, Business and Public Policy

(December 1994-July 2003).

Member, APAC (Campus level committee, chaired by the Provost, charged with advising the Provost on strategic and programmatic matters) 2000-present.

Member, Vice President for Administrative Affairs search committee (2002-2003).

Member, Committee to Critique MBA Program Report, 2005.

Member, Ad Hoc committee to design an EMBA program (2001-2002).

Member, MBA director search committee (2001)

Member, Provost's Committee to conduct five year review of Dean Howard Frank (2001).

Chair of Search Committee, Executive Director of the Center for Knowledge and Information Management, 1999.

Member, CRC T&P Committee, Don Riley (1998), Samer Faraj (2004), and Josh Newberg (2004); Gil Souza (2005).

Chair, Extra Merit Step for Non-Exempt Employees Committee, 1999.

Member, MBA 4th Track Committee (subcommittee of executive committee) (1996-1998).

Member, Strategic Planning Committee (subcommittee of executive committee). (1996-present)

College Workload coordinator (responsible for attending meetings with Provost and reps re: workload requirements and taking lead on filling out compliance forms).

Member, Executive Committee, Middlestates Accreditation Committee, University (Dan Fallon/Nelson Markley, Chair), Dec. 1995-1997.

Member, Faculty Composition and Development Section, AACSB Accreditation committee (1995).

Lead College Member on Campus Committee to form and fund a Global China Institute (1995).

Chair of Search Committee, Transportation, Business and Public Policy Faculty Positions (1994-5, 1995-6, 1996-7, 1997-8, 1998-9, 1999-2000).

Member, College Strategic Planning Committee (drafted section on MBA program), 1994-1995.

Chair, MBA Oversight Committee, College of Business and Management (May 1994-Jan. 1995).

Member, MBA Oversight Committee, College of Business and Management (1992-1994).

Chair, ELM Coordinator's Committee, College of Business and Management, (1993-1994).

Member, External Communications Committee, College of Business and Management, 1994.

Chair, PR on Academic Quality Committee, 1993.

Member Technology Advancement Program Business Screening Panels (1986-1990).

Member, Faculty Grievance Hearing Board, College Park Campus (1991).

Member, College Budget Committee (1990-1991).

Member, Strategic Planning Steering Committee, and Chair, MBA Subcommittee, College of Business and Management (1989-1990).

Member, General Committee on Faculty Affairs, College Park Campus Senate (1984-1986, 1987-1988).

Elected Representative to the College Park Campus Senate (1988-1991).

Member, Graduate Committee, College of Business and Management (1987-1988).

Chairman, MBA Case Competition Subcommittee of the Graduate Committee (1987).

Faculty Assistant Coordinator, MBA/Rutgers Invitational Case Tournament (1986-1987).

Faculty Judge, MBA Case Competition, College of Business and Management (1989).

Member, Undergraduate Committee, College of Business and Management (1987-1988).

Faculty Co-Advisor, University of Maryland Transportation and Logistics Club (1985-1990).

Member, International Task Force, College of Business and Management (1986-1987).

Member, Dean's Computer Integration Task Force, College of Business and Management (1986-1988).

Participant in Planning Session for External Activities, College of Business and Management, Wye Woods (Sept.

1987).

Member of Multiple Faculty Search Committees (1985-present)

In November, 1995, I presented testimony before the United States Senate and House Committees on Small Business at a joint hearing on "Railroad Consolidation: Small Business Concerns."

In March 2004, I presented testimony to the U.S. House of Representatives Committee on Transportation and Infrastructure regarding railroad competition legislation.

In October 2005, I provided testimony to the Surface Transportation Board on the 25th Anniversary of the Staggers Rail Act of 1980.