

**Curriculum Vitae  
August, 2006**

**J. Robert Baum**

Management and Organization Department  
Smith School of Business  
Associate Professor

**1. Personal Information:**

**EDUCATION**

Ph.D. 1994 University of Maryland, Management and Organization  
MBA 1966 Northwestern University, MBA, Finance (Economics minor)  
BS 1964 Lehigh University, BS in Industrial Engineering (Production and Statistics minors)

**ACADEMIC EMPLOYMENT**

2005 - present University of Maryland, Associate Professor - Management and Organization Department  
2002 – 2005 University of Maryland, Assistant Professor - Management and Organization Department

**PROFESSIONAL EMPLOYMENT**

1999 - 2001 University of Maryland, Director of Academic Programs in Entrepreneurship  
1996 - 1999 Wood Alive Woodworks, Inc, Founder and CEO  
1980 - 1999 ICD, Inc., Owner and CEO  
1977 - present Highmark, Inc., Chairman of the Board  
1971 - 1979 Ampersand Enterprise Software, Inc., Co-founder and CFO  
1970 - 1975 Red Cap Industrial Apparel, Inc., Founder and CEO  
1967 - 1977 J.R. Baum, Inc., Founder and CEO  
1964 - 1966 Motorola, Inc., Part Time Assistant Analyst, Department of the Controller

**2. Research and Scholarly Activities**

**BOOKS**

**Books:**

Baum, J.R., Frese, M, Baron, R.A. (2006). The Psychology of Entrepreneurship. Mahway, NJ: Erlbaum.

**Book chapters:**

Wally, S., and Baum, J.R. (1998). Timing and intuition in strategic decision-making. In Barwise, P. and V. Papadakis (Eds.) Strategic Decisions: Context, Process, and Outcomes. Boston: Kluwer Academic Publishers, 95-106.

**ARTICLES IN REFERREED JOURNALS (LEAD AUTHOR IS LISTED FIRST)**

Baum, J.R., & Locke, E.A. (2004). The relationship of entrepreneurial traits, skill, and motivation to new venture growth. Journal of Applied Psychology, 89(4): 587-598 [Selected: Lead article, volume 89 (4)].

Baum, J.R., & Wally S. (2003). Strategic decision speed and firm performance. Strategic Management Journal, 24: 1107-1129.

Baum, J.R., & Barbe, D.F. (2002). Components of a comprehensive engineering entrepreneurship program. American Society for Engineering Education Journal, 4: 212-231.

Kirkpatrick, S., & Baum, J.R. (2002). Measuring motive imagery contained in the vision statement. Leadership Quarterly, 13: 139-150.

Baum, J.R., Locke, E.A., and Smith, K.G. (2001). A Multi-dimensional model of venture growth. Academy of Management Journal, 44(2): 292-303.

Baum, J.R., Locke, E.A., and Kirkpatrick, S.A. (1998). A longitudinal study of the relation of vision and vision communication to venture growth. Journal of Applied Psychology, 83: 43-54.

Baum, J.R., & Olian, J.D. (1993). Nationality and work role interactions: A cultural contrast of Israeli and U.S. entrepreneurs' vs. managers' needs. Journal of Business Venturing, 8, 499-512.

Wally, S., and Baum, J.R. (1994). Personal and structural determinants of the pace of strategic decision-making. Academy of Management Journal, 37: 122-145.

(Eight articles published in Frontiers of Entrepreneurship Research, a refereed annual publication of The Babson College - Kauffman Foundation Entrepreneurship Research Conference, are shown below in *Articles in Refereed Conference Proceedings*.)

#### **ARTICLES UNDER REVIEW IN REFEREED JOURNALS**

Baum, J.R. The relationship of strategic decision team orientation to strategic decision speed. First round review @ Organization Science.

Baum, J.R. Cognitions and behaviors of successful nascent entrepreneurs. First round review @ Academy of Management Journal.

Bird, B.J. and Baum, J.R. Developing the Know How of Opportunity Exploitation. Submitted to Organization Science.

#### **WORKING PAPERS**

Baum, J.R., and Bird, B.J. Practical intelligence of entrepreneurs. Being revised for submission to Organization Science

Baum, J.R. The independent new venture situation: Location of an entrepreneurship domain.

Baum, J.R. Entrepreneur's Change Behaviors. For submission to Journal of Applied Psychology.

Baum, J.R. Competitive implications of entrepreneurs' delayed implementation of process technology. For Frontiers of Entrepreneurship Research.

#### **ARTICLES IN REFEREED CONFERENCE PROCEEDINGS**

Baum, J.R. & Bird, B.J. (2005). Practical intelligence of entrepreneurs: Exploring the "know how" of opportunity exploitation. Academy of Management Annual Meeting, Hawaii.

Baum, J.R. (2002). Superstar entrepreneurship teaching. Academy of Management Annual Meeting, Hawaii.

Baum, J.R. (2005). Frontiers Symposium: The psychology of entrepreneurship. Society for Industrial and Organizational Psychology, Los Angeles, CA.

- Baum, J.R., & Frese, M. (2005). New ventures: A fertile ground for testing and refining I-O Theories". . Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Baum, J.R. (2005). Applying cutting edge entrepreneurial cognition research. United States Association for Small Business and Entrepreneurship, Palm Springs, CA.
- Baum, J.R. (2005). Entrepreneurship in a diverse world. United States Association for Small Business and Entrepreneurship, Palm Springs, CA.
- Baum, J.R. (2004). Frontiers Symposium: Psychology research about entrepreneurship. Society for Industrial and Organizational Psychology, Chicago, IL.
- Baum, J.R. (2004). Cognitions and behaviors of successful nascent entrepreneurs. Academy of Management Annual Meeting, New Orleans, LA.
- Baum, J.R. (2003). Entrepreneurial orientation and new venture growth. Academy of Management Proceedings. Seattle, WA.
- Baum, J.R. (2003). Entrepreneurs' start-up cognitions and behaviors: Dreams, surprises, shortages, and fast zigzags. (BEST PAPER) Frontiers of Entrepreneurship Research. Wellesley, MA: Babson College.
- Baum, J.R., & Locke, E.A. (2003). Traits, skills, vision, and goals for start-up success. Proceedings: Society for Industrial and Organizational Psychology. Orlando, FL.
- Bird, B.J. & Baum, J.R. (2003). The relationship of entrepreneurs' learning orientations and practical intelligence to new venture performance. Frontiers of Entrepreneurship Research. Wellesley, MA: Babson College.
- Baum, J.R., Frese, M., & Baron, R. (2002). Organizational behaviors of new venture creation: Synergies between OB and entrepreneurship. Academy of Management Proceedings, (222-228). Denver, CO.
- Barbe, D.A., Baum, J.R., Thornton, K. (2001). The campus entrepreneurship opportunities (CEOs) program. Proceedings: American Society for Engineering Education Conference (12-22). Washington, DC.
- Baum, J.R. (2001). A longitudinal study of applied technology and venture performance. Frontiers of Entrepreneurship Research (22-35) (BEST PAPER). Wellesley, MA: Babson College.
- Baum, J.R., Frese, M., & Baron, R. (2001). The under-researched I-O psychology of entrepreneurship. Proceedings: Society of Industrial and Organizational Psychology (197-203). San Diego, CA.
- Baum, J.R. & Kirkpatrick, S. (2000). Leader motives and performance in service and manufacturing organizations. Proceedings: Society for Industrial and Organizational Psychology (156-166). Philadelphia: University of Pennsylvania.
- Baum, J.R. & Wally, S. (2000). In pursuit of growth: Influences on strategic decision-making speed". Proceedings: Western Academy of Management (112 - 131). Waikoloa Village, HI.
- Kirkpatrick, S., & Baum, J.R. (2000). What makes the vision work? How entrepreneurs' motives and goals impact venture growth. Academy of Management Proceedings (222). Toronto, Canada.
- Wally, S. & Baum, J.R. (1998) Entrepreneurial decisiveness: The role of intuition and comprehensiveness (BEST PAPER). Proceedings: Eastern Academy of Management, Philadelphia, PA.
- Baum, J.R. (1996). The relation of traits, competencies, motivation, strategy, and structure to venture growth. Frontiers of Entrepreneurship Research (547-561). Wellesley, MA: Babson College.

Wally, S. & Baum, J.R. (1995). Antecedents of entrepreneurship performance. Frontiers of Entrepreneurship Research (228-241). Wellesley, MA: Babson College.

Baum, J.R. (1994) Mediation and nonrecursive causal paths to venture success. Proceedings: Academy of Management, Research Methods Division, Causal Modeling Conference (112-145). West Lafayette, IN: Purdue University.

Baum, J.R., and Wally, S. (1993). A comparison of entrepreneurs' and managers' strategic decision speed and comprehensiveness. Frontiers of Entrepreneurship Research. Wellesley, MA: Babson College.

## **PRESENTATIONS**

Baum, J.R. The New Venture Vision Thing. Fortune, August 2004.

Baum, J.R. New venture valuation. Geneva Companies. Bethesda, MD. February, 2004.

Baum, J.R., Entrepreneur-wanna-be start-up cognitions and behaviors. Babson-Kaufman Entrepreneurship Research Conference. Wellesley, MA. June, 2003.

Baum, J.R. Intrinsic middle market valuation. Geneva Companies. Bethesda, Md., March, 2003.

Baum, J.R., & Bird, B.J. The relationship of Kolb's "learning styles" to Sternberg's "practical intelligence" among printing industry entrepreneurs. Babson Kaufman Entrepreneurship Research Conference, Wellesley, MA. June, 2003.

Baum, J.R. Entrepreneurial motivation: vision, strategy, and goals. Society of Industrial and Organizational Psychology, Orlando, FL. April, 2003.

Baum, J.R. Successful nascent entrepreneurs vision, mission, values, strategies, and goals. Academy of Management Annual Meeting. Seattle, WA, August, 2003.

Baum, J.R., Baron, R.A., Katz, J.A., Vecchio, R.P., Busenitz, LW., & Frese, M., Organizational Behaviors of New Venture Creation: Synergies Between OB and Entrepreneurship, Academy of Management Annual Meeting. Denver, CO. August, 2002.

Baum, J.R., Frese, M., Baron, R.A., Rauch, A., & Locke, E.A.. The under-researched I-O psychology of entrepreneurship. Society of Industrial and Organizational Psychology, San Diego, CA. April, 2001.

Baum, J.R. Ph.D. dissertation topic selection processes. USASBE, San Antonio, TX. January, 2000.

Kirkpatrick, S. & Baum, J.R. Leader motives and performance in service and manufacturing organizations. Society for Industrial and Organizational Psychology Meeting, Chicago, IL. April, 2000

Baum, J.R. & Wally, S. Entrepreneurial images and strategic decision-making. Western Academy of Management Conference, HI. 2000

Baum, J.R. Applied technology and venture performance. Babson Research Conference, Babson College, Wellesley, MA. June, 2000.

Baum, J.R. In pursuit of growth: Influences on strategic decision-making speed. Western Academy of Management. Waikoloa Village, HI. April, 2000.

Kirkpatrick, S. & Baum, J.R. Transforming organizations through the power of vision. Academy of Management Meeting, Vancouver, British Columbia, Canada. 1995.

Baum, J.R. Determinants and performance implications of the pace of strategic decision-making. Society for Judgment and Decision Making Annual Meeting, Los Angeles, CA. 1995.

Wally, S. & Baum, J.R. Entrepreneurial images and strategic decision-making. Academy of Management Meeting, Dallas, TX. 1994.

Baum, J.R. Antecedents of entrepreneurship performance: Traits/motives, competency, vision, motivation, strategy, and industry structure. Babson -Kauffman Entrepreneurship Research Conference. Wellesley, MA. June, 1994

Baum, J.R. & Wally, S. The speed of strategic decision-making: Determinants and performance implications. Academy of Management, Dallas, TX. 1994.

Baum, J.R. Mediation and nonrecursive causal paths to venture success. Academy of Management, Research Methods Division, Causal Modeling Conference, Purdue University, West Lafayette, IN. 1994.

Wally, S. & Baum, J.R. Strategic decision-making speed and firm performance. Strategic Management Society 13th Annual International Conference, Chicago, IL. 1993.

Baum, J.R. & Wally, S. Cognitive comprehensiveness and ability in the pace of strategic decision-making. Academy of Management Meeting, Atlanta, GA. 1993.

#### **GRANTS**

Baum, J.R. (2005). Entrepreneurial Change Behaviors. June to July 2005. University of Maryland General Research Board. \$8750 – principal investigator.

Baum, J.R. (2002). Entrepreneurship competencies. June to July 2002. University of Maryland General Research Board. \$8750 - principal investigator.

#### **RESEARCH HONORS AND AWARDS**

Journal of Business Venturing, Appointed to the Editorial Board.

Journal of Applied Psychology, Selected lead article Volume 89 (4) 2004

Academy of Management, Entrepreneurship Division, Outstanding Reviewer Award. 2003.

Babson Kauffman Entrepreneurship Research Conference, Best Paper. 2003

University of Maryland, Graduate Research Board, Summer Research Award. 2002-2003

Academy of Management, Entrepreneurship Division: Outstanding Reviewer Award. 2000.

Babson Kauffman Entrepreneurship Research Conference, Best Paper. 2001

Eastern Academy of Management, Best Empirical Paper. 1996.

Academy of Management, Entrepreneurship Division, Best Dissertation Award. 1996.

First-in-graduating-class Citation, Northwestern University MBA - Finance. 1966.

Bell and Howell Award Outstanding Thesis in Economics Award, Northwestern University. 1965.

American Institute of Industrial Engineers, for Outstanding Senior Research Project, Lehigh University. 1964.

**REVIEWER ACTIVITY**

Journal of Business Venturing, Member of the Editorial Board (2005 – present).

Academy of Management Journal (9 reviews 2002 - 2005)

Management Science (2 reviews 2004 - 2005)

Strategic Management Journal (3 reviews 2004 - 2005)

Academy of Management Annual Conference, Entrepreneurship Division (14 reviews 1999 - 2005)

Society for Industrial and Organizational Psychology Annual Conference (5 reviews 2001-2003)

Academy of Management Review (2 reviews 2002-2003)

**3. Teaching, Mentoring, and Advising****COURSES TAUGHT IN THE LAST FIVE YEARS (Approximate enrollment is shown in parentheses)****General**

BMGT 261, Founding New Ventures (36)

BMGT 461, Entrepreneurship (45)

BMGT 780, New Venture Creation (37)

**Specialized**

BMGT 365, Financing the New Venture (40)

BMGT 366, Growth Strategies for Emerging Businesses (40)

BMGT 465, Business Plan Review, Writing, and Competition (35)

BMGT 780, New Venture Creation (37)

BMGT 781, Entrepreneurial Behavior (30)

BUSI 771, New Venture Financing (Formerly BMGT 740) (35)

BMGT 796 / 797, Business Plan Review (18)

**University Honors and Gemstone**

GEMS 301, Technological Innovation and Entrepreneurship (63) (GEMSTONE)

BMGT 494, Honors Thesis Project (2: Gary El-Gamil & Steven Tom) (CAMPUS HONORS)

**Independent Study**

BMGT 398: Scott Magids (4 special studies per Undergraduate Dean)

BMGT 398: Manisha Sharma

BMGT 398: Suharto Shah

BMGT 398: Jason Volk

BMGT 398: Steven Toms

BMGT 398: Revi Medhi

BMGT 398: Ammar Rangwala

BMGT 398: Jamel Love

BMGT 398: Ilya Zusin

BMGT 759: Pete Viti

BMGT 759: Scott Benjamin

BMGT 759: Rich Limroth

BMGT 759: Dominic Crapachutes

BMGT 759: Jeanelle James

## **COURSE AND CURRICULUM DEVELOPMENT**

### **Curriculum Developed**

Four course series developed for The Citation in Entrepreneurship Program

Entrepreneurship Seminar Series developed with Karen Thornton and Dave Barbe of the College of Engineering for the Hinman CEOs Program (Entrepreneurship living - learning)

### **New Courses Developed**

BMGT 261, Starting and Managing the Entrepreneurial Venture

BMGT 265, Entrepreneurship

BMGT 365, Financing the New Venture

BMGT 366, Growth Strategies for Emerging Businesses

BMGT 465, Business Plan Reviewing, Writing, and Competition

BMGT 796 / 797 Business Plan Review

## **MANUALS AND NOTES DEVELOPED (published by XanEdu)**

Private Equity Terms V9.2 (22 pages)

Financial Statement Emergency (18 pages)

Venture Valuation (22 pages)

Private Equity Financing: Sources, Risk, and Return (3 pages)

Business Plan Review Format (Developed for BMGT 796/797, Adopted by Ernst and Young)  
(22 pages with notes)

## **TEACHING AWARDS AND OTHER SPECIAL RECOGNITION**

Krowe Teaching Award for Teaching Excellence, Smith School of Business, University of Maryland, 2005

Teaching Excellence Award: Center for Teaching Excellence, University of Maryland, 2003

Outstanding Teacher Award, Office of the Dean for Undergraduate Studies, Undergraduate Honors Program, Smith School of Business, University of Maryland, May 2002

Krowe Teaching Award for Classroom Innovation, Smith School of Business, University of Maryland, 2002

Top 15% Instructor, Smith School of Business, University of Maryland, Fall, 1992; Spring and Fall, 1993; Spring, 1994; Spring, 1999; Spring and Fall 2000; Spring, 2001; Spring and Fall 2002; Spring and Fall 2003; Spring and Fall 2004; Spring and Fall 2005.

## **ADVISING: (Approximate number of students per year in parentheses)**

### **Personal New Venture Creation and Financing**

Undergraduate (10 per year),

Graduate students (15 per year)

Graduated students (~60 contacts per year)

### **Exec Ed:**

BMGT 789C EM01 Action Learning Project (Spring 2004), Advisor

BMGT 789C EM01 Action Learning Project (Fall, 2004), Advisor

**Clubs and Programs**

MBA Entrepreneurship club, Advisor (2000 - 2003)

Undergraduate Entrepreneurship club, Advisor (1999-2002)

University Entrepreneurship mentoring program, Mentor (1999- 2004)

Business Plan Competition, Screening judge (1999-2003)

Undergraduate Business Plan Competition, Screening judge (1999-2004)

College of Engineering "Bootcamp in Entrepreneurship" Program, Advisor (2000)

**ADVISING: RESEARCH DIRECTION****Undergraduate**

Stephanie Materese: Little Leaders Market Research Project (2003)

**PhD**

Dmitry Khanin: Dissertation Committee Chair, 2005-2006

Mike Provance: Dissertation Committee Chair, 2005-2006

Alice Xionming: Dissertation Committee

Alan Ball, Research mentor, 2005-2006

Jay Carson, Research mentor, 2005-2006

Mike Haynie, University of Colorado: Dissertation Committee (2004)

Mike Provance: Research advice -2 sessions (2003 - 2004)

Patrick Magitti: Research advice - 2 sessions (2004)

Antoaneta Petkova: Research advice - 2 sessions (2004)

**EXTENSION ACTIVITIES**

Hinman CEOS Program (An award winning entrepreneurship residential and educational program), Co-founder

University of Maryland Business Plan Competition, Co-founder

Smith School Undergraduate Business Plan Competition, Founder

Citation in Entrepreneurship Program, Co-founder

University Student Mentoring in Entrepreneurship Program, Founder

**MEDIA ACTIVITIES**

Baltimore Business Journal (1 story May 7, 2004: evaluation of new ventures - picked up and run by 42 Business Journals)

Baltimore Daily Record (1 reference 2003: the student founder of North Star Games)

Baltimore Sun (5 column 2000 - 2002: new entrepreneurship programs at the University of Maryland)

Baltimore Sun (3 cites 2002 - 2003: secrets of successful new venture creation)

Baltimore Sun (1 cite 2003: the national health care crisis)



Baltimore Sun (1 cite 2004: 2003 an explanation of my 2003 Babson Kauffman Entrepreneurship Conference Best Paper)

Fortune Magazine (1 story August, 2004: successful entrepreneurs and venture vision)

Maryland Gazette (1 story August, 2004: the causes of successful entrepreneurship)

Orlando Sentinel (2 cites 2003 - 2004: high potential new venture creation)

Washington Business Journal (August 4, 2004: the path to new venture creation)

Washington Post (4 cites 2001 - 2002: new entrepreneurship programs at the University of Maryland)

Washington Post (1 cite 2004: Details about my 2003 Babson Kauffman Entrepreneurship Conference Best Paper)

#### 4. Service

##### **PROFESSIONAL**

Academy of Management, Entrepreneurship Division. Chairman: Teaching Committee. 2003-2005

Society for Industrial and Organizational Psychology, Committee for International Entrepreneurship, co-chairman. 2002-2004.

Academy of Management, Quantitative Methods Division. Co-chair: Structural Equation Modeling "Frontiers Series" Program. 1999

##### Professional Memberships:

- Academy of Management
- Institute of Industrial Engineers
- American Society of Mechanical Engineers
- American Psychological Association
- American Psychological Society
- Architectural Woodwork Institute
- National Venture Capital Association
- American Management Association

##### Paid Board of Directors Memberships

- 2003 - present Stentor BioScience, LLC
- 2002 - present Lancet Capital Partners, LLC
- 2001 - present Highmark Health Ventures, LLC
- 1998 - present Hanover Lantern, Inc.
- 1978 - present Highmark Inc.
- 2000 - 2005 United Concordia Companies, Inc.
- 2002 - 2005 SAY Plastics, Inc. 2000 - 2002 Millennium Inorganic Chemicals, Inc.
- 1994 - 2001 General Graphic Services, Inc.
- 1994 - 1999 Walt Forster Imports, LLC
- 1976 - 1990 Dauphin Bank and Trust Company (predecessor of M and T Bank)
- 1984 - 1989 Commonwealth Communications, Inc.

##### **CAMPUS (University of Maryland, Smith School of Business)**

###### **Departmental**

Management and Organization Department Search Committee. (Four assignments, 2003-2006)

PhD Comprehensive Exam Reviewer. 2003-2006

Human Capital, Innovation, and Technology Center faculty member, 2003

Entrepreneurship Department Search Committee (chair plus two faculty). 2001-2002

### **College**

Executive MBA Action Learning Project Committee, Smith School of Business, Advisor. 2003-2006.

Human Subjects Review Committee (Institutional Research Board). 2002-2003.

Venture Capital Investment Competition, 2002 Local and Regional Program Committee Chair. 2002 - 2003.

Dingman Center Presentations: Geneva Corporation, lecturer, 2000-2004

Career Panel for Incoming MBA Students, 2004

### **University**

University of Maryland Honor Board (Office of Judicial Programs), member, 2004

University of Maryland Business Plan Competition Advisory Committee, 2001-2003.

Whiting Turner Lecture Series Steering Committee, 2001-2002.

University of Maryland Business Plan Competition Design and Implementation, Committee chair, 1999-2000.

University Student Mentoring in Entrepreneurship Program Design and Implementation, Committee chair, 2001.

University of Maryland Technology Entrepreneurship Bootcamp Committee, member, 2000-2001.

Gemstone Program Steering Committee, member 1999-2001.