

MARK J. KROLL

Head of the Department of Management and Marketing
Maurice Tatum Professor of Business

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EDUCATION & PROFESSIONAL CERTIFICATION

Doctor of Business Administration, Mississippi State University, 1983.

- Major: Management
- Minor: Economics and Finance
- Dissertation title: *The Relationship Between Organizational Culture and Strategic Business Unit Capital Budgeting Effectiveness.*

Master of Business Administration, Sam Houston State University, 1979.

- Major: Finance and Management

Bachelor of Business Administration, Sam Houston State University, 1977.

- Major: Finance and Management (graduated Magna Cum Laude)

TEACHING EXPERIENCE

Louisiana Tech University – 0.5 year. Prior Institution – 17 years.

PROFESSIONAL ACTIVITIES

Professional Experience

Management development consultant for Northwest Resources Inc.
Business development consultant for several small businesses in the Houston area
Research consultant to First City National Bank of Tyler, Tyler, Texas
Litigation consultant to Southside State Bank, Tyler, Texas
Litigation consultant to Eastman Kodak Corporation
Litigation consultant to Petrofac International, LLC
Business development consultant, various businesses, Hanoi, Vietnam.

Public Service

Member, Tyler Area Chamber of Commerce Air Service Development Committee, 1988.

Member of task force working with the Tyler Economic Development Council and Camara De La Industria De Transformacion De Nuevo Leon, Monterrey, Mexico, to develop trade ties between East Texas and Nuevo Leon.

Board of Directors, Tyler-Smith County United Way, 1994-1997.

Member, Tyler Area Chamber of Commerce Governmental Affairs Committee, 1992-Present.

Member, Investment Advisory Committee, Tyler Economic Development Council, 1995-Present.

Intern, Smith County Medical Society Mini-Internship Program, March, 2000.

Professional Service

Reviewer, Fulbright Fellowship Competition, Fall, 1999.

Business development consultant, various businesses, Hanoi, Vietnam, Fall, 1999.

Invited series of presentations titled "Symposiums on Business Research" before the faculty of the Hanoi School of Business and invited guests at the National University of Vietnam in Hanoi, Vietnam, September, 1999.

Ad Hoc Reviewer, *Academy of Management Review* 2000-Present

Ad Hoc Reviewer, *Academy of Management Journal* 1996-Present.

Guest Reviewer, *Academy of Management Journal* special issue, April, 1997.

Editorial Board, *Journal of Business Strategies* 1984-Present

Editorial Board, *Business Case Journal* 1994-2000.

Reviewer for North American Case Research Association Annual Meetings 1985-Present.

Reviewer for Southwest Case Research Association Annual Meetings 1991-Present.

Management development consultant for Northwest Resources, Inc.

Business development consultant for several small businesses in the Houston area.

Research consultant to First City National Bank of Tyler, Tyler, Texas.

Litigation consultant to Southside State Bank, Tyler, Texas.

Litigation consultant to Eastman Kodak Corporation.

Litigation consultant to Petrofac International, LLC.

Organizations

Member of The Academy of Management

Beta Gamma Sigma

Self-development activities

Fulbright Visiting Scholar, Hanoi School of Business, National University of Vietnam, Hanoi, Vietnam, Fall 1999.

HONORS AND RECOGNITION

George W. and Robert S. Pirtle Professor of Free Enterprise, The University of Texas at Tyler, Tyler, TX, Spring 2000.

Fulbright Visiting Scholar, Hanoi School of Business, National University of Vietnam, Hanoi, Vietnam, Fall 1999.

DISCIPLINED-BASED SCHOLARSHIP

Peer Reviewed Journal Articles

Category I

Kroll, M., B. Walters, and P. Wright. "The Impact of Insider Control and Environment on Post-IPO Performance," Academy of Management Journal, in press.

Kroll, M., B. Walters, and P. Wright. "Board Vigilance, Director Experience, and Corporate Outcomes," Strategies Management Journal, 29: 363-382.

Kroll, M., B. Walters, and S. Le. "The Impact of Board Composition and Top Management Team Ownership Structure on Post-IPO Performance in Young, Entrepreneurial Firms," Academy of Management Journal, 50: 1198-1216..

Walters, B., M. Kroll and P. Wright. "CEO Tenure, Boards of Directors, and Acquisition Performance," Journal of Business Research, V. 60, 2007.

Wright, P., M. Kroll and J. Krug. "Influences of top management team incentives in firm risk taking." Strategic Management Journal, V. 28, 2007.

Lado, A., N. Boyd, M. Kroll and P. Wright. "Paradox and Theorizing Within the Resource-based View," Academy of Management Review, 2006.

Le, S., B. Walters and M. Kroll. "The Moderating Effect of External Monitors on the Relationship Between R&D Spending and Firm Performance," Journal of Business Research, 2006.

Desai, A., M. Kroll and P. Wright. "Outside Board Monitoring and Economic Outcomes of Acquisitions: A Test of the Substitution Hypothesis," Journal of Business Research, 2005.

Wright, P., M. Kroll and D. Elenkov. "Acquisition Returns, Increase in Firm Size, and Chief Executive Officer Compensation: The Moderating Role of Monitoring," Academy of Management Journal, V. 45, June 2002.

Wright, P. M. Kroll and A. Lado. "The Structure of Ownership and Corporate Acquisition Strategies," Strategic Management Journal, V. 23, February, 2002.

Kroll, M., P. Wright, and R. Heiens. "The Contribution of Product Quality to Competitive Advantage: Impacts on Systematic Variance and Unexplained Variance in Returns," Strategic Management Journal, V. 20, May 1999.

Kroll, M., P. Wright, and L. Toombs. "Corporate Control Form: A Critical Determinant of Acquisitions Outcomes," Strategic Management Journal, V. 18, February, 1997.

Wright, P., M. Kroll, and A. Lado. "Strategic Orientations, Competitive Advantage and Business Performance," Special Issue of Journal of Business Research, edited by D. McKee and R. Varadarajan, V. 33, June, 1995.

Ferris, S., P. Wright, J. Hiller and M. Kroll. "Competitiveness Through the Management of Diversity: The Effect on Performance," Academy of Management Journal, V. 38, February, 1995.

Kroll, M., P. Wright, and P. Theerathorn. "Whose Interests Do Hired Top Managers Pursue? An Examination of Select Mutual and Stock Life Insurers," Journal of Business Research, V. 26, Number 2, February 1993.

Wright, P., M. Kroll and P. Chan. "Strategic Profiles and Performance: An Empirical Test of Select Key Propositions," Journal of the Academy of Marketing Science, V. 19, Number 3, Summer, 1991.

Kroll, M., S. Simmons, and P. Wright. "The Determinants of Chief Executive Officer Compensation Following Major Acquisitions," Journal of Business Research, V. 20, Number 4, June 1990.

Kroll, M. and S. Caples. "Application of the Arbitrage Pricing Model to the Strategic Business Unit Acquisition Process," Academy of Management Review, V. 12, Number 4, October, 1987.

Category II

Wright, P., M. Kroll and P. Wright. "Influences of Relative Rewards of Top Mangers on Firm Performance," Strategic Organization, V. 3, 2005.

Desai, A. M. Kroll and P. Wright. "CEO Duality, Board Monitoring, and Acquisition Performance: A Test of Competing Theories," Journal of Business Strategies, V. 20, Fall 2003

Wright, P. and M. Kroll. "Executive Discretion and Corporate Performance as Determinants of CEO Compensation, Contingent on External Monitoring Activities," Journal of Management & Governance, V. 6, No. 3, 2002

Mukherji, A., P. Wright and M. Kroll. "A Reexamination of Agency Theory Assumptions: Extensions and Extrapolations," Journal of Socio-Economics, V. 6, 2002.

Heiens, R., M. Kroll and P. Wright. "Macro-Economic Risk Factors in Industrial Markets: Are Elite Firms Less Susceptible?" Journal of Business & Industrial Marketing, V. 16, 2001.

Heiens, R. A., M. Kroll and P. Wright. "Macro-Economic Risk Factors in Industrial Markets: Are Elite Firms Less Susceptible?" Journal of Business & Industrial Marketing, V. 16, Number 4, 2001.

Jackson, W. T., S. Cappel, M. Kroll and P. Wright. "The Relationship of Incremental Innovations and Performance: An Empirical Investigation of Small Business Types," Journal of Business and Entrepreneurship, V. 7, 1995.

Kroll, M., P. Wright, and A. Desai. "A Process for Defining What the Boss Really Wants," Journal of Business Strategies, V. 11, Number 2, Fall 1994.

Partain, R., M. Kroll, and C. Smith. "Attitudes Regarding Housing Amenities: The Case of Big City Vs. Small Town," Journal of Real Estate Appraisal and Economics, V. 7, Number 1, Winter 1991.

Kroll, M. and C. Smith. "Market Segmentation: A Buyer Response Based Hedonic Analysis," Akron Business & Economic Review, V. 22, Number 1, Spring 1991.

Wright, P., M. Kroll, and H. Tu. "Business Profiles and Performance:

Evidence from the Screw Machine Industry," British Journal of Management, V. 2, 1991.

Wright P., M. Kroll, and C. Pringle. "Organization Types, Business Performance, and Risk: Evidence From the Semi Conductor Industry," Journal of Management Systems, V. 2, Number 2, 1990.

Wright, P., M. Kroll, and B. Kedia. "Strategic Profiles, Market Share, and Business Performance," Industrial Management, V. 32, Number 3, May/June 1990.

Kroll, M. and C. Smith. "Utility Theory and Cashflow Optimization: An Investigation into Tenant Demographic Characteristics and Hedonic Responses Utilizing Cluster Analysis," Journal of Real Estate Research, V. 4, Number 1, Summer, 1989.

Kroll, M., M. Helms, A. Parsinia, and P. Wright. "A Reexamination, Refinement, and Test of Miles and Snow's Strategy Types," Journal of Management in Practice, V. 1, Number 1, Spring, 1989.

Kroll, M. and C. Smith. "The Buyers Response Technique - A Framework for Improving Comparable Selection and Adjustment in Single Family Appraising," V. 3, Number 1, Summer 1988. Journal of Real Estate Research

Kroll, M. and P. Wright. "Depicting the Organizational Strategy of an Educational Institution from an Overall Perspective," Leadership & Development Journal, V. 9, Number 1, 1988.

Wright, P., J. Tanner, D. Hotard, and M. Kroll. "Relationships of Select Variables with Business Performance in Diversified Corporations," American Business Review, January, 1988.

Kroll, M. and C. Smith. "M.B.A.s and Real Estate Development: Do They Have a Role to Play?" The Journal of Real Estate Development, V. 3, Number 3, November/December 1987.

Kroll, M. and C. Pringle. "Path-Goal Theory and the Task Design Literature: A Tenuous Linkage," Akron Business and Economic Review, V. 17, Number 4, Winter 1986.

Kroll, M. and H. Johnson. "A Note on Managerial Behavior and the Theory of the Firm," Journal of Behavioral Economics, V. 15, Number 1, Winter, 1986.

Kroll, M. and R. Hannon. "The Experience Curve's Role in Strategic Planning," Journal of Business Strategies, V. 3, Number 1, Spring, 1986.

Kroll, M. and C. Pringle. "Individual Differences and Path-Goal Theory: The Role of Leader Directiveness," Southwest Business and Economic Review, V. 2, Number 3, Spring, 1985.

Other Intellectual Contributions

Presentations

Le, S.A., B. Walters and M.Kroll. "The stakeholders' common goal and its effect on board composition in young, post-IPO firms," Academy of Management Annual Meeting, August 2007.

Walters, B., M. Kroll and P. Wright. CEO tenure, boards of directors and acquisition performance. Winner of 2006 Southwest Academy of Management Best Paper Award, March 2006.

Krug, J. A., S. Michael, P. Wright and M. Kroll. Managerial discretion: A framework for understanding long-term top management change in acquired firms. Proceedings of Southern Management Association, 2005.

Le, S. M. Kroll and B. Walters. Institutional changes and corporate governance mechanisms in transition economies. Academy of Management Best Paper Proceedings, August, 2005.

Kroll, M., B. Walters and L. Son. "Boards of Directors, Chief Executive Officers, and Acquisition Performance: Beyond Agency Theory," Academy of Management Annual Meeting, August, 2004.

Walters, B., M. Kroll and P. Wright. "Strategies in New Economy Firms: Examining E-Strategies," Academy of Management Annual Meeting, August 2002.

Lado, A., M. Kroll and P. Wright. "Re-Examining Research in Strategic Management: From Theory to Methods," Academy of Management Annual Meeting, August 2002.

Desai, A., M. Kroll and P. Wright. "Assessing the Activities of Boards of Directors: Monitoring and Relations With Top Management," Academy of Management Annual Meeting, August 2002.

Desai, A., M. Kroll and P. Wright. "CEO Duality, Board Monitoring and Acquisition Performance," Winner of 2002 Distinguished Paper Award, Southwest Academy of Management Annual Meeting, March 2002.

Son, L. B. Walters and M. Kroll. "R&D Investments and Firm Performance: The Moderating Role of External Monitors," Southwest Academy of Management Annual Meeting, March, 2002.

Jackson, W. T., S. Cappel, P. Wright, and M. Kroll. "The Relationship of Incremental Innovations and Performance: An Empirical Investigation of Small Business Types," Winner of Irwin Distinguished Paper Award, Southwestern Small Business Institute Association Annual Meeting, March 1995.

Kroll, M., P. Wright, and L. Toombs. "Organizational Types, Levels of Return and Systematic Risk," Southwest Academy of Management Proceedings, 1992.

Simmons, S. A., M. Kroll, and P. Wright. "Winners and Losers in Acquisitions: A Cononical Correlation Analysis," Southeastern Division of The Institute of Management Sciences Meeting, October 1991.

Simmons, S. A. and M. Kroll. "Acquisitions By Owner - Versus Manager Controlled Firms: Who Benefits From Such Activity," Southeast Decision Science Institute Proceedings, 1990.

Smith, C. and M. Kroll. "Utility Theory and Rent Optimization-An Investigation into Tenant Demographic Characteristics and Hedonic Responses Utilizing Cluster Analysis," Annual Meeting of the American Real Estate Society, June 1989.

Kroll, M. and S. A. Simmons. "The Influence of Major Acquisitions on Chief Executive Officer Compensation," Southeast Decision Sciences Institute Proceedings, 1989, Winner of Outstanding Paper Competition.

Simmons, M. and M. Kroll. "Test of Single-Asset Portfolio Efficiency Using a Stochastic Dominance Measure," Mid-South Academy of Economics and Finance Proceedings, 1986.

Reed, P. and M. Kroll. "Goal Setting, Intra-Organizational Conflict and Work Outcomes," National Association of Human Resources Management Proceedings, 1986.

Kroll, M., P. Reed and J. Giglioni. "A Demonstration of the Failure of Job Scope to Explain Absenteeism Difference between Upper and Lower Level Job Holders," National Association of Human Resources Management Proceedings, 1985.

Kroll, M. and W. Newsom. "Testing the Path Goal Approach to Providing Initiating Structure in Non-Routine Task Assignments," Southwest Academy of Management Proceedings, 1984.

Chapters in Scholarly Books

Wright, P., J. Tanner, A. Parsinia, and M. Kroll. "Competitive Advantage: A Study of Select Apparel Products Firms," appearing in Strategic Management: Methods & Studies, edited by B. V. Dean and J. C. Cassidy (New York: North Holland, 1990). pp. 93-110.

CONTRIBUTIONS TO PRACTICE

Peer Reviewed Journal Articles

Category I

Kroll, M., L. Toombs, and P. Wright. "Napoleon's Tragic March Home from Moscow: Lessons in Hubris for Contemporary Executives," Academy of Management Executive, V. 14, February 2000.

Pringle, C. and M. Kroll. "Why Trafalgar Was Won Before It Was Fought: Lessons From Resource-Based Theory," Academy of Management Executive, V. 11, November 1997.

Category II

Gullett, C. R. and M. Kroll. "Rulemaking and the National Labor Relations Board: Implications for the Health Care Industry," Healthcare Management Review, V. 15, Number 2, Spring, 1990.

Smith, C. and M. Kroll. "Utilizing Market Research to Improve Estimates of Potential Gross Income in Multi-family Properties," The Appraisal Journal, V. 56, Number 1, January, 1988.

Kroll, M., P. Reed, and H. Giglioni. "An Examination of the Impact of Job Scope on Absenteeism Frequency Difference Between Line and Staff Job Holders," Business Insights, V. 5, Number 2, Spring, 1986.

Kroll, M. and J. Dolan. "Cafeteria Benefit Plan: A Concept Which Fits the Changing Face of Work," SAM Advanced Management Journal, V. 50, Number 3, Summer, 1985.

Other Intellectual Contributions

Kroll, M. "Leaving Home: The Need to Transform Local Firms From the Traditional Family Affairs Into Global Players," Vietnam Economic Times, Issue 73, March 2000.

Kroll, M. "Can Vietnamese Business Outgrow the Family," presented before the faculty of the National University of Vietnam, Hanoi, Vietnam, November, 1999.

Kroll, M. and G. Joyce. "Performance Appraisal: What Supervisors Really Want," Personnel Administrator, June 1989.

Smith, C. and M. Kroll. "Marketing Research Techniques and Amenity Package Analysis," Journal of Property Management, V. 52, Number 6, November/December 1987.

Reed, P. and M. Kroll. "Red-Circle Employees: A Wage Scale Dilemma," Personnel Journal, February, 1986.

Reed, P. and M. Kroll. "Compensating the Red-Circle Employee," Health Progress, V. 66, Number 8, October, 1985.

Reed, P. and M. Kroll. "Using Superior and Subordinate Ratings: A Multi-Perspective Approach to a Superior's Dilemma," Personnel, October, 1985.

Johnson, H. and M. Kroll. "Economic Profile of The Trinity Valley Business Community," report by the Center for Business and Economic Research, 1979.

LEARNING AND PEDAGOGICAL SCHOLARSHIP

Peer Reviewed Journal Articles

Category II

Kroll, M., L. Toombs and J. Videtto. "Mejia Family Tire Company," Business Case Journal, in press.

Clendenen, G. and M. Kroll. "Texas National Airlines," Journal of Applied Case Research, V. 3, 2001.

Kroll, M. and P. Wright. "The Short, Happy Life of Strategic Planning at Davy Crockett State University," Case Research Journal, Spring, 1989

Other Intellectual Contributions

Books

Wright, P., M. Kroll, and J. Parnell. Strategic Management: Concepts and Cases, fourth ed. (Englewood Cliffs: Prentice-Hall, Inc.) 1998.

Wright, P., M. Kroll, and J. Parnell. Strategic Management: Text and Cases, third ed. (Englewood Cliffs: Prentice-Hall, Inc.) 1996.

Wright, P., C. Pringle, and M. Kroll. Strategic Management: Text and Cases, second ed. (Boston, MA: Allyn & Bacon, Inc.) 1994.

Wright, P., J. Parnell, and M. Kroll. Cases in Strategic Management. (Boston, MA: Allyn & Bacon, Inc.) 1993.

Wright, P., C. Pringle, and M. Kroll. Strategic Management: Text and Cases. (Boston, MA: Allyn & Bacon, Inc.) 1992.

Cases in Books

Kroll, M. and G. Osuagwu. "The University of Texas Health Center at Tyler," in: Strategic Management of Health Care Organizations, fourth ed. by J. Duncan, P. Ginter, and L. Swayne (Cambridge, MA: Blackwell Publishers), 2001.

Kroll, M. "Lord Nelson at Trafalgar," in: Strategic Management: Concepts and Cases, fourth ed. by P. Wright, M. Kroll, and J. Parnell (Englewood Cliffs: Prentice-Hall, Inc.), 1998.

Kroll, M. and G. Osuagwu. "The University of Texas Health Center at Tyler: 1997," in: Strategic Management of Health Care Organizations, third ed. by J. Duncan, P. Ginter, and L. Swayne (Cambridge, MA: Blackwell Publishers), 1998

Kroll, M. and V. Noble. "University of Texas Health Center at Tyler," in: Strategic Management of Health Care Organizations, second ed. by J. Duncan, P. Ginter, and L. Swayne (Cambridge, MA: Blackwell Publishers), 1995.

Toombs, L., M. Kroll, R. Welch, and L. White. "Chem-Trol, Inc.," in: Strategic Management by P. Wright, C. Pringle and M. Kroll (Boston: Allyn & Bacon), 1994.

Kroll, M., J. Frierson, and F. Jacobson. "Pier 1 Imports, Inc.," in: Strategic Management by J. Higgins and J. Vince (Fort Worth: Harcourt, Brace, Jovanovich), 1993.

Kroll, M. "The Short, Happy Life of Strategic Planning at Davy Crockett University," in: Strategic Management by P. Wright, C. Pringle and M. Kroll, (Boston, MA: Allyn & Bacon Publishing), 1992.

Kroll, M., C. Harper, and J. Simmons. "United Federal Savings and Loan of Longpoint, Texas," in: Strategic Management by P. Wright, C. Pringle and M. Kroll, (Boston, MA: Allyn & Bacon Publishing), 1992.

Simmons, J. and M. Kroll. "Chaparral Steel," in: Strategic Management by J. A.

Pearce II and R. B. Robinson, Jr. (Homewood, IL: Richard D. Irwin, Inc.), 1991

Kroll, M. and J. Hogan. "Taking Pabst Private," in: Strategic Management: Concepts and Cases by John Barnett and William Wilsted, (Boston, MA: Kent Publishing), 1988.

Kroll, M. and P. Reed. "Halvert Tree Specialists, Inc.," in: Business Strategy and Policy, second ed., by Gary Smith, Danny Arnold, and Bobby Bizzell, (Boston, MA: Houghton-Mifflin), 1988.

Kroll, M. and J. Metheny. "Pabst Brewing Corporation: A Case," in: Fundamentals of Strategic Management by Fred David, (Columbus, Ohio: Merrill Publishing), 1986.

Cases Presented

Holm, J. and M. Kroll. "Celestial Seasonings," Winner of 1998 Distinguished Paper Award, Southwest Case Research Association Annual Meeting, March 1998.

Kroll, M. and G. Osuagwu. "The University of Texas Health Center at Tyler: 1997," Southwest Case Research Association Annual Meeting, March 1997.

Kroll, M. and J. Tarter. "Lord Nelson at Trafalgar," North American Case Research Association Annual Meeting, October 1996.

Kroll, M. and L. Toombs. "The Mejia Family Tire Company," North American Case Research Association Annual Meeting, November 1995.

Kroll, M., S. Ferris, and P. Wright. "The Bhopal Accident and Union Carbide's Response: Lessons to be Learned Using the Event Study Method," Southwest Case Research Association Annual Meeting, March 1995.

Toombs, L., D. Hulse, M. Kroll, and D. Grider. "Southern Refining Corporation," North American Case Research Association Annual Meeting, November 1993.

Toombs, L., M. Kroll, R. Welch, and L. White. "Chem-Trol, Inc.," North American Case Research Association Annual Meeting, November 1992.

Harper, L., J. Simmons and M. Kroll. "United Federal Savings and Loan," North American Case Research Association National Meeting, November 1989.

Simmons, J. and M. Kroll. "Chaparral Steel Company," North American Case Research Association National Meeting, 1988.

Kroll, M. "The Short, Happy Life of Strategic Planning at Davy Crockett State University," North American Case Research Association National Meeting, November 1987.

Kroll, M. "The Wal-Mart Way," North American Case Research Association National Meeting, November 1986.

Kroll, M. and P. Reed. "Calhoun Tree Services Inc.: A Case Study," North American Case Research Association National Meeting, November 1985.

UNPUBLISHED PAPERS

Wright, P., Kroll, M. Acquisition Returns, Increase in Firm Size, and CEO Compensation: The Moderating Role of External Monitoring.

ACADEMIC COMMITTEES/ASSIGNMENTS

Committee

- Member, University of Texas at Tyler Library Resources Committee, 1996-1997.
- Chair, University of Texas at Tyler Library Resources Committee, 1998-1999.
- College of Business Representative, University Faculty Senate, University of Texas at Tyler, Fall 1999-Present.