

## **CURRICULUM VITAE**

### **SUKUMAR C. DEBNATH**

Department of Management & Marketing  
Prairie View A&M University, Prairie View, Texas 77446

#### **TEACHING INTEREST**

Organizational Behavior, Policy and Strategy, Human Resource Management,  
Organization Theory, Business Statistics

#### **EDUCATION**

##### **Doctor of Business Administration in Management**

Mississippi State University, Mississippi State, Mississippi;

**Received: August 1988;** Minors: Marketing & Finance

##### **Master of Business administration in Management**

University of Southern Mississippi, Hattiesburg, Mississippi;

**Received: May 2003**

#### **EXPERIENCE--ACADEMIC**

Department of Management & Marketing, College of Business, **Prairie View A&M University**

**Associate Professor of Management**, Fall 1992-Present;

**Assistant Professor of Management**, Fall 1988-Summer 1992;

**Instructor of Management**, Fall 1987-Summer 1988;

##### **Courses taught**

###### **Undergraduate level:**

Strategic management, Organizational behavior, Human resource management,  
Business statistics, Industrial relations, Principles of management, International  
Environment of Business

###### **Graduate level:**

Strategic management, Organizational behavior, Human resource management,  
General management, Business Statistics

#### **HONORS AND AWARDS**

Outstanding Doctoral Dissertation Award, Mississippi State University, 1988.

Member, Beta Gamma Sigma

## PUBLICATIONS

### Journal Publications

1. Increasing Student Motivation in College Classrooms: Suggestions Based on a Review of Selected Management Theories. *International Journal of Education Research*, 4(1), Winter 2009. (With Peter W. Sutanto)
2. International Faculty in U.S. Business Schools: A Descriptive Study. *International Journal of Education Research*, 3(2), Summer 2008, 64-84. (With Munir Quddus, Rahim Quazi, & Sudhir Tandon)
3. Designing Business School Courses to Promote Student Motivation: An Application of the Job Characteristics Model. *Journal of Management Education*, 31(6), December 2007, 812-831. (With Sudhir Tandon & Lucille Pointer).
4. Package Downsizing: Is It Ethical? *AI & Society (Journal of Artificial Intelligence & Society)* 21, 2007, 239-250. (With Omprakash Gupta & Sudhir Tandon).
5. College Student Motivation: An Interdisciplinary Approach to an Integrated Learning Systems Model. *The Journal of Behavioral and Applied Management*, 6(3), May 2005, 168 - 188.
6. Instructional Strategies for Motivating Business School Students. *Asia Pacific Management Review*, 10(1), February 2005, 60 – 69. (With Omprakash Gupta & Sudhir Tandon).
7. A Contingency Approach to Organizational Effectiveness Through Structural Adaptation. *American Business Review*, 8, January 1990, 16-24. (With Stephen C. Bushardt & Aubrey F. Fowler, Jr.).
8. Sales Force Motivation: A Theoretical Analysis. *Human Relations*, 41, December 1988, 901-913. (With Stephen C. Bushardt & Aubrey R. Fowler, Jr.).
9. The Strategic Use Of Bankruptcy Prediction Models: An Aid To Executive Decision Making. *Journal Of Business Strategies*, 4, Fall 1987, 87-97. (With Aubrey R. Fowler, Jr. & Stephen C. Busbardt).
10. Behaviorally Anchored Rating Scales: A Valuable Aid to the Personnel Functions. *Akron Business And Economic Review*, 16, Summer 1985, 26-32. (With Stephen C. Bushardt & Aubrey R. Fowler, Jr.).
11. Pay Secrecy: The Boomerang Effect. *Business Insights*, 3, Spring 1984, 22-24. (With Stephen C. Bushardt).
12. Picking The Right Person For Your Mentor. *S.A.M. Advanced Management Journal*, 47,

Summer 1982, 46-51. (With Stephen C. Bushardt & Roy N. Moore).

13. Work Sampling in Medical Record Departments. *Journal of the American Medical Record Association*, 53, April 1982, 34-38. (With Stephen C. Bushardt, Aubrey R. Fowler, Jr.).

## PROCEEDINGS

1. Increasing Student Motivation In Classrooms: Some Suggestions Based On A Review Of Selected Motivation Theories And Related Research Findings. *Proceedings Of The International Academy Of Business And Public Administration Disciplines*, April 2008, 95. (Abstract only)
2. Combining Content and Process Theories of Motivation: A Student Motivation Model. *Proceedings Of The International Academy Of Business And Public Administration Disciplines*, April 2008, 96. (Abstract only)
3. The Path-Goal Theory of Leadership: An Application in the College Classroom for Enhancing Teaching Effectiveness. *Proceedings Of The International Academy Of Business And Public Administration Disciplines*, April 2006, 423. (Abstract only)
4. Developing and Writing Teaching Philosophy: A Fresh Perspective Based on the Job Characteristics Model Framework. *Proceedings Of The International Academy Of Business And Public Administration Disciplines*, April 2006, 424. (Abstract only)
5. Rewards in Classrooms: Instructional Strategies for Motivating Business School Students. *Proceedings Of The Institute Of Behavioral And Applied Management*, October 2004, 222-227.
6. Academic Goal Orientation, Its Importance, and Goal Related Instructional Strategies for Motivating Business School Students. *Proceedings Of The Institute Of Behavioral And Applied Management*, October 2004, 222. (With Dr. George Nelson). (Abstract only)
7. Foreign Born Professorate in American Institutions: A Case Study. *Proceedings Of The International Academy Of Business And Public Administration Disciplines*, May 2004, Paper # 137, 17 pages. (With Munir Quddus, Rahim Quazi, & Sudhir Tandon).
8. How to motivate business school students: Lessons from academic achievement motivation models. *Proceedings of the International Academy of Business and Public Administration Disciplines*, January 2004, Paper # 137, 8 pages.
9. Ethics and social responsibility: An experiential exercise. *Proceedings of the Institute of Behavioral and Applied Management*, November 1999.
10. Convergent and discriminant validity of the constructs related to expectancy theory: An exploratory analysis. *Proceedings of the Southern Management Association*, October 1999.

11. Learning and practicing: A single approach to reach multiple objectives in human resource management. *Proceedings Of The Midwest Society For Human Resources/Industrial Relations*, March 1999, 79-85.
12. The job characteristics theory: Its relevance to increasing student motivation in classrooms. *Proceedings of the Institute of Behavioral and Applied Management*, October 1998, 126-129.
13. Multitrait-Multimethod Matrix: An Assessment of Two Independent Measurement Methods Among Selected Methods Using a Multidimensional Scaling Approach. *Proceedings of the Southern Management Association*, November 1991, 499-501. (With Donald P. Robin & Stephen C. Bushardt).
14. An Analysis of Perceived Sex-Role Characteristics of Mentors and Proteges. *Proceedings of the Southern Management Association*, November 1990, 222-224. (With Cherie E. Fretwell & Stephen C. Bushardt).
15. Combining Measures of Expectancy Theory: A Different Perspective. *Proceedings of the Midwest Academy of Management*, April 1989, 16-20. (With Walter B. Newsom).
16. Behavior Modification Theory: An Application to Sales Promotion Games. *Proceedings of the Southwestern Marketing Association Conference*, March 1985, 1-4. (With Stephen C. Bushardt & Louis M. Capella).

#### **WORKING PAPER**

"A Position Paper and Literature Review on the Use of the Polygraph," Summer 1983. (With Stephen C. Bushardt). This was a **privately funded study**.

#### **PRAIRIE VIEW A&M UNIVERSITY/COLLEGE OF BUSINESS RESEARCH GRANTS**

Awarded Mini-Research Grants for the Following Proposals:

"Performance appraisal methods: A comparison of interrater reliability of three selected methods and evaluation of congruence between self-rating and others' rating," Summer 2003.

"Student motivation: An integrated perspective", Summer 2002.

"Beyond Multidimensional Scaling Analysis: An Assessment of Statistical Independence Between Two Different Measurement Methods Using a Multitrait-Multimethod Approach." (1992).

"Expectancy Theory: An Opportunity Cost Perspective." (1991).

"Multitrait-Multimethod Matrix: An Assessment of Two Independent Measurement Methods Among Selected Methods Using a Multidimensional Scaling Approach." (1990).

## **MANUSCRIPT/RESEARCH-IN-PROGRESS**

1. The Path-Goal Theory of Leadership: An Application in the College Classroom for Enhancing Teaching Effectiveness.
2. Developing and Writing Teaching Philosophy: A Fresh Perspective Based on the Job Characteristics Model Framework
3. Performance appraisal methods: A comparison of inter-rater reliability for selected Appraisal methods.

## **PROFESSIONAL ACTIVITIES**

### **Presented papers at the following meetings:**

1. "Increasing Student Motivation In Classrooms: Some Suggestions Based on A Review of Selected Motivation Theories And Related Research Findings," The International Academy of Business And Public Administration Disciplines Conference, Dallas, April 2008.
2. "Combining Content and Process Theories of Motivation: A Student Motivation Model," The International Academy Of Business And Public Administration Disciplines Conference, Dallas, April 2008.
3. "The Path-Goal Theory of Leadership: An Application in the College Classroom for Enhancing Teaching Effectiveness," The International Academy Of Business And Public Administration Disciplines Conference, Dallas, April, 2006.
4. "Developing and Writing Teaching Philosophy: A Fresh Perspective Based on the Job Characteristics Model Framework," The International Academy Of Business And Public Administration Disciplines Conference, Dallas, April, 2006.
5. "Rewards In Classrooms: Instructional Strategies For Motivating Business School Students," The Institute Of Behavioral And Applied Management, Providence, October, 2004.
6. "Academic Goal Orientation, Its Importance, And Goal Related Instructional Strategies For Motivating Business School Students," The Institute Of Behavioral And Applied Management, Providence, October, 2004.

7. "Foreign Born Professorate In American Institutions: A Case Study," Southern Economic Association (Under Southwestern Social Science Association), Corpus Chrisite, March 2004. (With Munir Quddus, Rahim Quazi, & Sudhir Tandon).
8. "How to motivate business school students: Lessons from academic achievement motivation models," The International Academy of Business and Public Administration Disciplines, New Orleans, January, 2004.
9. "Ethics and social responsibility: An experiential exercise," Institute of Behavioral and Applied Management, Annapolis, November 1999.
10. "Convergent and discriminant validity of the constructs related to expectancy theory: An exploratory analysis," Southern Management Association, Atlanta, October 1999.
11. "Learning and practicing: A single approach to reach multiple objectives in human resource management," Midwest Society for Human Resources/Industrial Relations, Chicago, March 1999.
12. "The job characteristics theory: Its relevance to increasing student motivation in classrooms." Institute of Behavioral and Applied Management, Orlando, October 1998.

**Additional Presentations In:**

- Southern Management Association's Annual Meeting, Atlanta, November 1991.
- Southern Management Association's Annual Meeting, Orlando, November 1990.
- Midwest Academy of Management's Annual Meeting, Columbus (Ohio), April 1989.
- Southwestern Marketing Association's Annual Meeting, New Orleans, March 1985.

**Reviewed manuscripts for:**

- Southern Management Association, 2007 Meeting
- Institute of Behavioral and Applied Management, 2007 meeting
- AIMS International Journal of Management, 2006**
- Southern Management Association, 2006 Meeting
- Institute of Behavioral and Applied Management, 2006 meeting
- Southern Management Association, 2005 Meeting
- The Journal of Behavioral and Applied Management, 2005**
- Institute of Behavioral and Applied Management, 2005 meeting
- International Western Academy of Management, 2004 Meeting
- Southern Management Association, 2004 Meeting
- Southern Management Association, 2003 Meeting
- Western Academy of Management, 2003 Meeting.
- Southern Management Association, 2001 Meeting
- Southern Management Association, 2000 Meeting

Midwest Society for Human Resources/Industrial Relations, 2000 meeting  
Institute of Behavioral and Applied Management, 1998 meeting  
Western Academy of Management, 1998 Meeting.  
Western Academy of Management, 1997 Meeting.  
Southern Management Association, 1992 Meeting  
Southern Management Association, 1991 meeting

## **PROFESSIONAL AFFILIATION**

The International Academy of Business & Public Administration Disciplines  
Beta Gamma Sigma

## **SERVICE INVOLVEMENTS**

Member, Departmental Faculty search committee, 2007-2008  
Member, COB Summer Research Grant Evaluation Committee, 2008  
Session Chair, International Academy of Business & Public Administration Disciplines, 2008  
Member, COB Faculty Composition and Development Committee, 2004-2008  
**Chair**, COB Faculty Composition and Development Committee, 2001-Spring, 2004  
Member, COB Mission and Objectives Committee, 2003-2008  
Assessment and Feedback on BBA & MBA Program Goals, 2007  
Recommendation letters for students, on-going basis  
Volunteer, Major and Minor Fair, 2007, 2006  
In-charge: Development of Management Department's program goals and program outcome matrix and two course matrices (MGMT 3113 and MGMT4303), 2007  
Adhoc Member, College of Business Grade Appeal Committee, Summer, 2006  
Member, Search Committee for Chair of the Department of Management & Marketing, 2006  
Member, COB Summer Research Grant Evaluation Committee, 2004  
Member, Departmental Faculty search committee, 2001-2003.  
Conduct State employee charitable campaign for COB, 2001, 2003.  
Member, COB student scholarship committee, 1999-2001.  
Member, Faculty Senate, 1998-1999  
Member, Graduate Council, 1988-1995.  
Member, Human subject review board, 2001.  
Special Assignment for Developing the AACSB Accreditation Plan for the College of Business, 1993  
SACS committee on 'Purpose of Institution', 1999  
The Piper Professor award nomination committee, 1998  
Chair, the committee on COB attendance policy, 1998  
Gifts & Grants manager for the COB on the University Development Council, 1998  
Curriculum Review Team:  
College of Business, 1993-1997  
Department of Management & Marketing, 1989-1990, 1993-1994  
College Committee on Promotion and Tenure, 1989-1995  
Search Committee for the Department Head, 1994

Graduate curriculum committee, 1993-1994  
Academic Program Review Committee for the MBA Program, 1993  
Coordinator of BEEP visiting professors, 1993  
College committee on Business policy and strategy, 1991-1992.  
Special Assignment for revising the College of Business Mission Statement, 1993-1994  
Special Assignment for Review, Selection, and Installation of a  
Management Simulation Game, 1992  
Texas Higher Education coordinating Board's Community colleges committee, 1990-1991  
Department of Management and Marketing Self-Study Review, 1989

## **PROFESSIONAL DEVELOPMENT ACTIVITIES**

Obtained certification for online teaching from Prairie View A&M University, Fall 2008

Attended the International Academy of Business & Public Administration Disciplines' meeting held in 2008, 2006, 2004

Completed training on “**Creating a discrimination free workplace,**” TAMUS, July, 2006. This relates to Human Resource Management course

Attended training on SEDONA in September, 2005, conducted by Dr. Larry White.

Completed training on **Ethics** from The TAMUS, December, 2005.

Attended The Institute Of Behavioral And Applied Management's meeting held in 2004

Attended Southern Economic Association's (Under Southwestern Social Science Association) meeting held in 2004

Attended diversity training, “Appreciating the difference in the workplace,” conducted by a representative of the Employee Assistance Program, October, 2004.

Completed training at PVAMU titled, “Creating a discrimination-free workplace,” July, 2004.

Attended the International Academy of Business & Public Admin. Disciplines' meeting held at New Orleans in January, 2004.

Attended research seminar given by Professor Bradley T. Ewing, Baylor University, in April 2004, on how to get published.

Attended ‘Course Embedded Assessment of Learning’ workshop conducted by Dr. Lee Schmidt, former Dean of Texas A&M Commerce, November 2003.

Attended Southwest Academy of Management meeting held in Houston, Spring 2003.

Attended Microsoft Outlook workshop held at COB, May 2003.

Attended research seminar at COB given by Dr. Murphy Smith of Texas A&M University, Spring 2003.

Attended the COB seminar on teaching improvement conducted by TAMUS specialist in Fall 2002.

Attended seminar on Distance Education Learning, Center for Teaching Excellence & Distance Learning, Fall 2001.

Attended SIS training workshop, Fall 2001.

Attended equal employment opportunity seminar conducted by PVAMU, 1998, 2001.

Attended the presentation on: 'Ethics: Keeping faith with Texas seminar', Fall 1998.

Attended the workshop on submitting competitive preapplication and proposal to FIPSE (fund for the improvement of post secondary education), 1998.

Attended the session on: 'Improving teaching in Human resources and industrial relations', Atlanta, Georgia, June 1996.

Attended a symposium on internationalizing business education—Management & Marketing workshop at the University of Texas—Austin, Fall 1993.

Attended the Academy of Management's national meetings in Las Vegas, August 1992 and Anaheim, California, August 1988.